Board of Directors Meeting #5

July 11-16, 1996

A meeting of the Board of Directors (BOD) of the American Association of Collegiate Registrars and Admissions Officers (AACRAO) was held Thursday, July 11, 1996 in the Park City Room of the Marriott Hotel in Salt Lake City, Utah. President Kathy Plante called the BOD meeting to order at 10:07 a.m., Rocky Mountain Time (RMT).

Board of Directors members present included:
Kathy Plante, President
Stanley E. Henderson, Past President
Fred Fresh, President-Elect (Absent July 11, 1996)
Melanie Moore Bell, Secretary-Treasurer
Diana Guerrero, Vice President, Group I
Enrollment Management, Admissions and Financial Aid
Bill Paver, Vice President, Group II (Absent until 10:39 a.m.)
International Admissions
Don Wermers, Vice President, Group III
Bill Registration and Records Management
Haid, Vice President, Group IV
Professional Development, Research and Publications
Louise Lonabocker, Group V
Regional Associations and Institutional Issues

AACRAO National Office Staff present included:
Wayne Becraft, Executive Director
Roger Swanson, Associate Executive Director
Cecilia Balazs, Assistant Executive Director, Finance and Administration
Henny Wakefield, Assistant Executive Director, Communications

President Plante called the BOD meeting to order at 10:07 a.m. Rocky Mountain Time (RMT) Thursday, July 11, 1996. She distributed copies of annual meeting evaluations from the committee and indicated that there were enough copies for the vice presidents to share with their committee chairs.

Becraft distributed a revised agenda. President Plante indicated that the BOD would not cover information items in agenda item #3.

Technology Task Force

Lonabocker shared an oral report from Bob Morley about his work on the Technology Task Force. The task force has not met but Morley has been looking at CAUSE and considers that a good model. Their relationship with their corporate members seems to be very good. Their web site is a very good model. Technical support staff is one and a half people. His next plan is to look at NACUBO. Lonabocker suggested he also look at the NCAA.

Annual Meeting Program Format
(Strategic Plan A.I.a)
Agenda Item 4. c

President Plante observed that Fred Fresh was not presently in attendance and she reported that when the transformation group met, one of the issues was considering planning the plenary sessions spread out would dilute some of the sessions. She distributed a proposal for some modifications to program format. Becraft will contact Conferon. Plenary sessions would be 30 to 45 minutes with discussion afterwards for one and a half session. Some questions were raised. Should there be time allotted for discussion? Will speakers present for an hour? Henderson suggested 45 minutes for presentation and 30 minutes for discussion. Haid suggested it would be more appealing to members to have a solid presentation with 20 minutes of discussion and I am concerned that an hour and a half will lose members. They will see this as a break to go shopping. Content in 55 minutes would be a consideration. With so many people can the discussion be interactive? Dolence would be hard pressed to present in less than an hour and a half. Haid shared that he could see Dolence presented a straight delivery for an hour and a half without audience participation on subjects like transformation and what is going on in higher education topics. Lonabocker suggested a plenary with follow up breakout sessions and then keep the hour and a half schedule. Follow up could be scheduled in a session. Further discussion on this issue was tabled until Fresh is in attendance

Henderson has a copy of the Reno LAC's final report for any of the BOD to review. Evelyn Babey's report identified that the LAC should be involved in the design of the cover of the program.

Review of Lists as Information or Discussion

President Plante indicated that Item 3 were reports to look over to see if any of these would be moved to discussion. Haid indicated that 3.j. and m. were information items. Items 3.h.i.j.and 1. need discussion. 8.b. on additional funding for a non traditional survey needs discussion. Distinguished service issue is added to 8.b.6.

National Office Space

President Plante began discussion on space for the National Office as identified in Becraft's E-mail of July 5, 1996. There are a lot of unknowns. The GATE project is signed and is $119,000 annually and will require some additional support funding. Becraft needed BOD direction on how to proceed.

(Page 3 missing)

session again. This was a BOD's decision based on concern that a vendor did not meet the guidelines. The letter was sent in the spirit of professionalism that Voice FX would insure that they would meet the guidelines in the future. Darrington then shared with Bell that she now understands. Bell suggested that Voice FX consider presenting in the vendor track. Bell also encouraged Darrington to contact President Plante. Darrington reported that the evaluations for the session were very good, they would not present in a regular session in Salt Lake City, and they would investigate presenting in the vendor track. The BOD can tell from Dowburd's letter that they were embarrassed and that he particularly was embarrassed because he had not briefed Darrington before she presented. Bell thinks it is resolved and that Voice EX will not violate the guidelines again. Wermers was surprised that he did not receive a phone call. He viewed the video and did not see anything offensive in the session. Henderson suggested that we have to be careful that we do not get stampeded by other competitors but on the other hand we have a responsibility to our corporate vendors that if another corporate member does not abide by the guidelines we need to take action, even if it might not have been deliberate violation of the guidelines. Becraft reported that Cindy Jones, the Datatel corporate member is now a program manager with SCT and is no longer with Datatel. President Plante indicated that in her conversation with Dowburd that he said, "I never realized when I said that, the competitor was me." He did not hear what Haid said to him at lunch. President Plante observed that the program session on outsourcing can go on as planned at Salt Lake City, but not with Voice FX participating. President Plante will send a letter of response to Dowburd.

The BOD meeting adjourned Thursday, July 11, 1996 at 12:12 p.m. RMT until 8:30 a.m. Sunday, July 14.

BOD Reconvened
Sunday, July 14, 1996

President Plante called the BOD meeting to order at 8:35 a.m., Sunday, July 14, 1996 in the Marriott Hotel, Room Salon H, Salt Lake City, Utah. All BOD members, National Office executive staff, and Consultant Michael Dolence were present.

Transformation Discussion

Committee Chairs Discussion. President Plante reported a very good session with committee chairs. Dolence speaks up that they did the right thing by having the kind of conversation that they had and that discussion yesterday was very good even though there was dissension among different elements of what was discussed. He thought the group walked away with a better sense of what transformation was and that they felt they had been brought into the heart of the process. Wermers said that the chairs appreciated the opportunity to express their concerns. There is. not a total grasp of where we are headed and we are not in total agreement of some of the specifics. Dolence said we got some really good pointed concepts on the table that we need to work on such as the name tag line needs more discussion. Now we have a better benchmark against which to measure and that is maybe the direction we would be going. Wermers said that there were 3 specific areas: (1) tag line, (2) instructional management label, and (3) two new domains of student services and information technology and what does that mean for AACRAO.

Policy Linkage Dolence observed that we failed to build the picture that was the policy linkage between the domains that really bind it all together and that we left the chairs thinking we were intending to operationally bind the domains. Wermers observed that we stopped with the inner circles and did not drop in the squares. Guerrero observed that we did not go into the three-dimensional aspect either. Dolence said that he took that out because it just became too big and so detailed. The not finishing the grid with the square and diamond was bad. Henderson said that the square and the diamond helped further bring it out of the work areas. Dolence said that as we move ahead that we talk about policy linkages again and again. We are not talking about reaching in other associations and stealing members. We are talking about the things that bind us all together. Becraft observed that we did not talk enough about the partnerships. Henderson observed that the student services domain was not to be the student life. Joe Roof suggested that we call it client services or customer services. It is not student life.

Dolence said that the heart and soul of that domain is the service, the policy, and the procedure aspect. Dolence says that we cannot pull them apart and we would not attempt to. When we portray all these together, it looks like we have taken the concrete silos and tried to meld them. We all recognize that does not work so we have still not moved our conversation to the point where we are really talking about what are the policy areas around student services that we as an integrated group have to discuss in order to make this thing better. It is everything from access policies, to timing, to when we get to register. There is a whole host of things and as we pick apart each individual one you can say you can place that one in enrollment management. That is not a fruitful conversation. What we really want to do is say here are all the policy areas that we need to be moving through and there are individuals who have that policy expertise, then we begin working with them. The group did not get quite to that and Dolence said that he stopped short of maybe tying some of those knots because I did not want it to look like it had come to so much closure that they did not have input. Dolence admitted that maybe he had judged wrong on that. I think that would have been helpful and that the square does get us to focus on policy.

Haid suggested that we not underrate, in the chairs level of understanding of the transformation process even without the other two elements, the impact of the interpretation. This was a tremendous growth experience for them. The more times this is repeated, the more it is understood.

Transformation Acceptance at State and Regionals. Bell reported on her presentation of the transformation at the Alabama AACRAO and observed that the members were shaking their heads in agreement. Several came to her to say that AACRAO should have done this a long time ago and that we should quickly toward the transformation. There was not one negative remark. It was helpful to have the transparencies; this was very powerful. There were a lot of people there that had not plugged into the transformation process. A few of them had been to the Reno meeting. Haid reported on Oregon and the response was very good. The presentation was very well received. Those that were at the Reno meeting said that hearing about the transformation a second time really helped. Swanson reported on the Canada conference and there were many good comments afterwards. Henderson observed that Alabama is conservative and that if Bell received positive comments then we are on the right track.

Policy References by Henderson. Fresh spoke to the policy references that Henderson made in his remarks yesterday. Dolence thought this was eloquent. Dolence asked what happened yesterday. Plante indicated that no one questioned anything and that membership is a departure from what we are trying to accomplish. Sprotte indicated that when we talk about membership the two issues that she would expect are, (1) concerns about fees, such as how are we going to set the dues, and (2) what would be the control of the Association to somebody else. She was surprised that there were no questions about these issues.

More on Transformation Responses by Committees. Dolence reported that a woman said that when we went through four hours in the afternoon she did not expect that we would accelerate so fast and the next day we went even faster. She said that it would take me a month to reflect on what was said and put it into perspective. Dolence said that is a holistic transformation. He heard some people say that they would be proud of this move in AACRAO. We have the thing going. Lonabocker said that her chairs did get the major points. Voting would be lost somewhat if it is open up to the entire membership. Fresh said that this also reflected the maturity of the leadership conference.

Henderson asked if the committees wanted to rethink the domains after the discussion? Guerrero indicated that was the case in her group. Haid wanted to caution that a sentiment to him was that we do want the people to feel that they will be heard. When it was reported that the annual meeting would be extended into Thursday, they some indicated that "you want our opinion, but you make a decision anyway." It was process. Fresh reported that the question came up and a straw poll was taken so that the committees could move forward since it was not on the agenda until later. Dolence observed that as we accelerate the pace of the transformation inevitably we will want to move fast. This will be the biggest problem to not let the final decision get ahead of the process'. It is better to go a little slower and provide that communication than it is to get out ahead of the communication. He did not see any signal to slow down People were saying to go faster and then said, "We are going really fast." We do not have a good mechanism to communicate with so many members. This is going to be a big problem. Sprotte said that the next level is the committees and the chairs will be the main communication avenue. Dolence observed that everyone in that room has their own filter on what they heard. What gets translated will not be recognized even though they made every effort to translate it in a pristine manner. Communication must be a constant, constant thing. Position papers are a very good component. Sprotte observed that the chairs will be constantly communication to the committees and they have the leadership we are trying to develop which gives them reaffirmation that they are a part of the process. Dolence recommended that we develop tokens which are visible ways to accentuate not only their input but acknowledge that it has been incorporated in the body of information. We have to invent a way to make sure that some of the elements that we discussed in that group find there way and attributed to that group. They will feel part of the process. He suggested that we include a few lines in a white paper that begins with "based on input or there were three valuable suggestions made at . . ." We have to reach down and pull the mass with us. Henderson suggested that we refine the Instructional Management name and attribute it to the leadership conference. Dolence responded that we must give attribution. Fresh suggested that the meeting report include this contribution of the chairs. Henderson suggested that the white papers be included in the Data Dispenser. Dolence indicated that we have to start pulling the attribution part into everything you do. They need to know that they have been embraced. Shape it. Make it a style of communicating that as we go out the attribution as a result of meetings. Henderson suggested that we commit that any action that we take tomorrow we should plan to revisit in December after we have been in the state and regional meetings. We can say that we sought input and final action was taken after our visits to the regionals. It gives us a wonderful position. Dolence suggested that we solicit comments from the state and regional presidents' comments on the transformation issue then publish those so that they are recognized and known. Dolence shared that some of the comments he is hearing should be published, such as, "In my state this is going to help me deal with my state political situation." A comment was made that "I can elevate the conversation and I have someone out there that is plowing that ground." We have some beautiful pieces that should be published. Swanson suggested that the state and regional listserv be used. Wakefield indicated that Mary

Elizabeth Randall will have an article on the meetings that took place with Dolence. Dolence said that we need to pay careful attention to harvest other people's view of this over our own writing! BOD can say that this is not just the BOD.

Dolence Spoke to AACRAO University at Another Level. Fresh shared that when Dolence spoke to the program committee he put AACRAO University to another level. We then controlled the structure. Dolence shared that we can go virtual with that process also. In the second loop we can push that out to virtual environment and make it a real professional development scenario. Now we are walking the walk; we are not just talking the talk and we will be more credible. Paver indicated that Head, who is the program guy for Group II, is technically competent. Dolence asked, "Do we need an AACRAO task force to take that idea and move it along?" Fresh shared that with Joe Head's idea of moving this ahead we should be in a good position. Dolence indicated that this mirrors the degree plan. As we bring state and regionals along, then they can certify in a particular area. We can go ahead and offer what we want and here are some core things that the BOD wants you to include if you can. That addresses one of the difficult situations with the state and regionals by formalizing the relationship in an unobtrusive way and makes us full-blown partners with state and regionals.

Fresh suggested that Head and Sheehan be put together. Henderson indicated the need to monitor what Head and Sheehan are doing. Wakefield mentioned that Head is also doing a project for international. Plante asked if Head has time to do it? Dolence suggested that we do not sell as AACRAO. We cannot work the retail infrastructure. It will cost us more than 20 percent. We just collect our check every month. Our promotion is seamless. Let us do this with all retail activities. Wakefield indicated that Stuart Teshahora is also a part of this. Plante asked, "Do we lose identity if we do not do it." Dolence answered absolutely not. It is the design. We will have AACRAO all over it. If we put it out without putting the protection in place then we lose it. Do not share it as shareware; it is gone. Wakefield shared that what she hoped was done, was the asking of the reviewer if he or she did not do anything that would infringe on this project. Dolence observed that with a project like that in the bank, we have raised the bar. We have the siliconize status. As we move to the AACRAO mission, we have moved to the centrality of policy. Dolence asked, "Does the BOD need to have that conversation on the centrality of policy? Dolence observed that we have talked about the policy primacy. He asked, "Are we fine right now with how we implicitly understand it? He was worried that we will walk out of here and that the day-to-day will take over. Paver thought that everyone is wondering what it means. Dolence indicated that policy centrality is at the heart and soul of AACRAO which has the collective expertise to look at the implications of rules and regulations on institutional function and craft either guidelines or the rules and regulations themselves that embrace and enable an expanding horizon of options as we move toward a transformed higher education environment.

Virtual University For example, the virtual university is out there pushing the horizon of being able to offer a curriculum directly on the WEB not intermediated necessarily by a human. There are some significant implications to guidelines of how an institution protects itself if some outcome of that learning experience is challenged. If we take the foreign credential piece, we now have some creative ideas about assembling a perpetual learning portfolio in order to access a learner's experience for credit. What constructs a legitimate portfolio? What constructs a legitimate assessment? In other words, if we are going to do an assessment as an institution, what are the ten things that need to be incorporated and substantiate in order to give credit?

This will keep rolling and rolling in terms of the expanding implications of just what the heart and soul of higher ed is. We warrant credit. Yesterday, there was discussion about coming up with an NSF grant to modularize the curriculum and do away with the course. The minute we do away with the course we have to do away with the credit.

Carnegie Unit. We have to invent another unit other than the contact hour-the Carnegie class. How is that going to find its way onto transcripts? Who writes the algorithm that equates one with the other? That is going to be the backbone of Web-based education. We do not have that piece we cannot maintain our franchise. Who is going to resolve that issue? AACRAO is at the policy core of this; not only the transformation of AACRAO but AACRAO is at the core of the transformation of higher education. This is on our back that transformation has to be built. Policy centrality says that we have to take the initiative. If we are going to say that policy is at the core of AACRAO, then we have to take the initiative. Commercial operations do not even want this issue discussed. Bill Gates does not want this issue to lead virtual learning because it is only an obstacle for him. One of the reasons he is trying to move so fast on Microsoft University is so that he can launch it unencumbered because the minute we start laying these kinds of rules and regulations, now he has an influential body that he has to comply with and he does not want to do that. He assumes he will win because he can move faster than anyone else. Paver commented that the Carnegie Unit is about 95 years old now. The virtual university must get around the Carnegie Unit. The Carnegie Unit is not a sacred cow. The people in Virtual University need to qualify what they do. Henderson reflected that the Carnegie Unit is the standardization of education for us to make common currency. Dolence observed that it is econometric and it is also econometrical of higher ed finance which is at the core of the franchise. Sprotte observed that instead of a quantitative definition they are talking about a qualitative definition based on the accumulation of knowledge. How do you build a currency that carries that from one endeavor to the next? Paver suggested that we should have a paper on this and make a stand. Dolence added that where he sees primacy and policy, he would like to see AACRAO at the heart of that then we own, from the policy perspective, the development of virtual learning in the world. Dolence observed that we already have SPEEDE and EDI because we embraced development and everyone recognizes us. How do you take that talk to each other kind of approach and pull it into the policy regarding the transmission of academic records and development of academic records in digital environments to each other kind of approach?

Virtual University and AACRAO's College and University Journal. Paver observed that we have something concrete here. If we have the Western Governor's Virtual University and others, then we need Valerie Mead to do a paper on the way credit has always been assigned and the emerging concepts in a two-page document that is circulated. Dolence asked, "Can we seize another opportunity here? We have a leverage point. Once we put policy primacy at the core of where we are going, we can now take the policy and make the venue for policy discussion College and University Journal (C&U). This is fundamentally a different role for C&U and it becomes the premier policy journal in higher education. This projects into higher education a much elevated form tied to AACRAO. Presidents and Boards of Trustees will now read C&U because it is where the policy issues are being discussed. They will not be well-informed and be discussing these issues without reading C&U. There are some significant tactical implications to asserting our policy leadership in higher ed and we just take three or four of these major areas and we feed that policy stuff into C&U over the next year, at the end of the year C&U will be higher education's policy journal. That is a different editorial focus than we have had. Becraft indicated that we have tried to do things with task forces, committees, ad hoc groups and these do not work. He asked, "Do we need to dedicate some time to this now." Dolence offered a suggestion to employ an on-line editor living anywhere in the nation to do the editorial work and get it out of Becraft's office. This is competing with all the marketing activities, synthesizing and pulling stuff together that the National Office has to do; it is too much work to have at the core and it blocks too much. As a BOD we need to conceptualize want we want C&U to do and then hand off to staff saying that we want a plan to have C&U to play this role in higher education. We want to come up with a creative proposal on how to do that. We need to get the editorial piece off line so that you just pay someone by time; if it is hot then you bump up the priority and out it comes. Restructure the whole thing. The editorial functional of C&U has to be brought into the core of the BOD, not placed outside the BOD, then the BOD begins to set the editorial policy as a policy tool for the Association, and take the editorial board as a complete decision making body and reshift that. Unless we pull C&U in as our primary way of legitimizing and publishing the policy deliberations, we have a problem. Dolence thinks we should not just use the Web, he thinks we need a policy forum on the Web to predigest this information, and just like the Federal Register, C&U is the official publication. We have to implement that policy primacy initiative. We can use the WEB at first to focus our attention on that. He thinks we will use the international issue to focus our attention on that. That is what the international student Bill of Rights is all about. We need to teach the people what the policy implications are of having a Bill of Rights really means in terms of all these other policies that AACRAO has a claim to. Access to student records is not just a US thing; it is a global issue. We need to pull AACRAO right into the center of the equation and use all the resources we have to make sure we are constantly focusing. We are not really focused on the policy issues. Dolence observes that in student services, academic advising rises to number one and it stays number one no matter what the institution is, no matter what condition they are in, no matter how good or how poor their academic advising is. As an example, he thinks AACRAO needs a Student Bill of Rights to say that students have the right to the following information as they work through the complexities of developing their curriculum, that students have a right to a contract up front that says what the institution is going to offer, a right to speedy access to the curriculum elements that the institution has alleged it is going to offer, and so on. Here is a student service oriented policy set that is at the core of how we function. Right now it scares Dolence and especially in California this is being ignored. Someone at the national level has to say that this is what the students have a right to! Some states are being aggressive about this. We should not leave this to states deliberations. We should have standards of practice for student services that nails it. Haid suggested letting states mirror us. Dolence suggested letting everyone mirror us and that we have policy primacy and are the ones that set policy. Information technology is the same way. What is a valid image when imaging data and information? What is the audit trail of imaging for a record? Should there be an audit trail? One of the many things we are finding when we go to the Web is that the minute it is digital on the Web, it is open season. There is a whole group of pirates out there who are making shadow pages of corporate pages and pulling commerce off the WEB that legitimately goes to the owner. Corporate XYZ pages looks exactly like the real page and for the unsuspecting individual when they log into the wrong page, they are engaging in commerce and paying their money, but they get no service. We may think that is not going to happen in transcripts; it is coming. Henderson suggests that is a major stumbling block for us. How do we get these bills of rights done? How do we get the people to do those? How do we establish? Dolence identifies three primary obstacles to overcome: (l)We are far too busy having 500 people put together the annual meeting to have them engage in this kind of activity. (2)There needs to be a fundamental change in the roles and responsibilities of AACRAO members vis-a-vis the transition and we do not have enough people at the highest levels of the institutions who can really sit, deliberate, and massage. We have a core of really good people1 but you need about six times more of those folks to be able to feed this stuff to. 3) We are operationally focused and our workloads are forever expanding and spreading into two jobs, then into four jobs, then sixteen jobs and so on. Everyone that Dolence talks within AACRAO expresses the same thing, "I almost wish I had not taken on responsibility because it just keeps becoming more and more and more. Turn the process around so that they write four things, galvanize them into two things, then we synthesize it into one thing, and that has a big impact. That will really change the work flow. We should look at the organizational structure long before we look at the BOD, then we need to conceptualize the National Office around these new work flows. What was just described is radically different from what we do now. We are going to have to have development time for the National Office to get their arms around what it means and what it means to them. We have done exactly the same thing to the National Office that we have done with our members. We have constantly expanded the work load and surpassed it and surpassed it until staff says, "I can do that" until they finally say, "How will I do all that?" We can reconceptualize the National Office until we conceptualize the infrastructure that binds both the members and the National Office together. There are some big jobs to do and that the vice presidents are going to play a fundamental different role in the evolution and development of AACRAO is the first step and get them out of the operational arena and into the policy arena. Now when we go to a prospective BOD member with that is their role and function, it is a very attractive role and function to play. The president looks at a member playing that role and says, "Not only will I support you but who do I need to slay to make sure that you are one that BOD." This is a different role that we have right now. That is the potential of AACRAO; it is significant.

Dolence predicted that the influence that Carnegie had on the evolution and development of higher education, AACRAO can have with Virtual University. Paver suggested that we ought to be talking about Hopwood. Dolence suggested that international and how it fits. Now it occupies the central focus from the international perspective and from an academic domestic policy perspective. Dolence suggested that we look at another implication of having policy primacy. Right now financial aid policy dictates the effective structured function of higher ed. It should not be doing that. There is no rational reason why financial aid policy should be dictating effective learning infrastructures. They cannot do and does not do it very well. We need to take the financial aid policy piece and look at the piece that really affects us the most. We need to be the forum for the discussion. There are some significant things such as, "How are we going to have financial aid policy embracing virtual learning environments?" Microsoft is going to say, "Let's make the price so low that financial aid is irrelevant." They will be in a position of not costing them anything to service a $500 client and we will be in the position of, "Well, we lose money on every one but we will make up for it in volume. We would never achieve volume and even if we achieve the volume, we would not succeed. That is a trap that we in higher education will fall in to. That is where we are going to lose the franchise, the minute the siphoning of the high demand courses begins, we are done because we cannot support the infrastructure without those. Sprotte observes that to do what we want to do, we cannot do this with volunteers whether they are professional staff or paid editors that have a real job on campus or whether it is a combination, we cannot rely on members. Dolence offers that Pugh can get $350,000 from a few trustworthy individuals. What the Pugh trust is doing is a waste of money. How people can look at that garbage and say that this is the future of higher education, is beyond Dolence. If Pugh can get $350,000 a year to publish that stuff, we can get $500,000 a year to do the serious policy work and bring in interns who are seasoned professionals in mid-career to participate in policy enclave. We are going to have a policy enclave on digital learning environments. We will bring in four or five people for three months in the summer and grind out the policy. We can get funding. Here is the problem. We do not have a staff inside AACRAO that understands that process well enough to begin the ball rolling so that is another initiative that we are going to have to do.

Outsourcing Program Planning and Production. Bell suggested that we investigate outsourcing for program planning and production, just like we engaged Conferon for conference planning and carry through. She has been involved with organizations that had companies who contacted all the presenters and speakers to get photos, developed descriptions of sessions, determined time slots, published the program, mailed the program, and performed other program related duties. Bell does not know if the BOD has ever considered this option before. Plante indicated that this should be investigated. Dolence said this is a radical departure to what we are now doing with the conference. The implications are staggering. This deserves focused discussion.

The BOD took a break at 10:07 a.m. and resumed at 10:32 a.m. Dolence shared that at the last subcommittee meeting and our last BOD meeting there were nagging questions on membership and revenue. We must deal with this in a forward fashion to enable us to move. We need to begin the conversation as to what the opportunities are across membership and revenue. We need to unravel the strategy

Too Many Categories. One of the comments Dolence heard was that there are too many categories. Sprotte pointed out that on the paper she drafted on membership, there were two things that needed to be pulled out. One is the category on students and the other is retired AACRAO professionals. She had indicated that dues would be set at a certain amount. She recommends that any references to setting of dues and revenue be pulled out of the Constitution and Bylaws and that the last sentences in each of those two categories be pulled out. She suggested that there be some thinking on the chart of what some of the different aspects might be in terms in setting the membership fees. Dolence asked, "What are we really talking about here?" "Does it really matter how many categories there are?" Sprotte identified that one of the purposes is to encourage people to see that they have a role in the Association, particularly those associations/people who were not there before. It is a way to encourage people to become members more so than anything else. Dolence asked if what we are really talking about is the dissociation of the setting of dues from the membership. Sprotte responded affirmatively. The enabling piece is the dissociation of dues from the membership. Sprotte reported that this requires a change in constitution. Henderson identified that the first step-is to uncouple the setting of the dues from the annual business meeting and that this would have to be done in two stages: (1) One that says that there would be an automatic dues increase every year up to a point, and (2) another that the setting of dues will be a part of BOD deliberations. Dolence observed that as AACRAO continues to expand the BOD's setting of the dues will be a function of BOD deliberations. Plante suggested the first is making the FTE structure real. Sprotte suggested that we can tie the automatic BOD setting of dues increases discussion with the FTE issue. The FTE issue is popular and the other is the decoupling of the setting of fees for the other non-institutional groups. She is not sure that the membership will have a big issue with that because it does not have anything to do with their institutional fee structure. Henderson related that the third piece is that the BOD sets the fee structure for all others. Dolence asked about analysis of institutional FTE and membership. Becraft has stats on what FTE would be if it were put into place and he indicated that a lot of institutions would not change their fees. Becraft in his paper alluded to other ways to access fees. Plante suggested that we need overheads on the variable fee structures to take out to the regionals. Becraft looked at the American Society of

Associate Executives (ASAE) membership structure and it has a variable fee structure. There are many ways to look at the structure. Henderson suggested that it would be nice to have someone who wants membership in the leadership domain to pay a different fee, etc. Sprotte indicated that if we tie this to the targeted domains, it might be an outcome for services. Dolence reasserted that the proposal is to separate the dues from the membership. Sprotte shares that we are talking about that in the concept of identifying the information on who are the significant contact members and tie that to specific targeted categories. Section 1 of the Bylaws talks about institutional membership and we would talk about setting/building this into the language to allow the BOD to establish the dues without membership approval. Section 2 includes the other categories, define them, and then talk about the BOD establishing the membership dues in those other categories. Dolence observes that this is to release the BOD to establish dues, one side restrained by the Higher Education Price Index (HEPI) and the other side is unrestrained. Dolence asked if the belief is that we would never want to exceed HEPI. Sprotte responded that if we wanted to exceed HEPI, then we would have to go to the membership with the justification to for what the unusual expense is and it would also release the BOD to institute an annual increase instead of 14% increase at one time because we have not sought a due's increase in a long time. It allows the BOD to do more long range planning and do it an increase up to the HEPI this year knowing that we are not going to spend it this year but that the following year we are going to have some projects where we will want that money set aside. Dolence observed that HEPI sits up against the Consumer Price Index (CPI). Dues would increase up to the baseline plus HEPI each year and it would be incumbent on the BOD to increase the dues plus HEPI. Then staff could come to the BOD and make the claim on the HEPI increase and the BOD would deliberate. The dues would be established on a benchmark base and then HEPI increase in a percentage. Sprotte stated that the increase is a decision that the BOD makes annually. Dolence shared that now this places the BOD in very positive position and it places the staff in a positive position as well because now the staff can say that through effective management we have not requested the full HEPI. Then all you have to do is add a percentage point. Plante indicated that the setting of the dues should be moved away from a business meeting issue. Henderson said that it could be years before we would have to go to the business meeting with a due's increase. Sprotte suggested that in long range strategic thinking, we then are no longer constrained by trying to come up with a program that we are sure that there will be funding for next year. We can begin activities that are multi year projects knowing that there is assurance that there will be some money available. Dolence interjected that then the BOD could develop five year planning. Sprotte thinks when we go through the Bylaw changes where Section 4 talks about the annual fee, then in the Bylaw proposal this is where Section 1 which is the definition of institutional is changed, we change Section 2 which are the categories, we change Section 4 which is how fees are accessed. It goes as a package for approval. Dolence offered that it sounds tight to him. Sprotte suggested that if parts get accepted and parts get rejected, we may have categories with no way to set fees or we may have a way to set fees with some missing categories. President Plante suggested that the proposal go out for "all or nothing." Dolence agreed that we could say that this family of changes realigns the due's structure and they are to be taken together. Sprotte offered that if there is enough advance notice that members see the proposal, have a chance to talk about it, and look at as a package, then we will not have amendments from the floor. Dolence said that the proposal is enabling and we can just continue our development. Balazs suggested that if we package it right, we can sell it. Henderson observed that this accomplishes what the membership wants and that is FTE-BASED dues. Sprotte offered that it would be nicer if we could make it stay at 125; that would sell even better but if that is not possible we have to explain. Dolence said that we are empowering members to think in those terms.

Plante asked if we had agreed on the structure. Dolence did not see anything wrong with the categories; setting the categories is something that the BOD ought to do. Dolence suggested that the number of categories is the relative piece and he thinks that we should consider taking the listing of the specific categories out of the Bylaws and just say "others as passed by BOD policy." This makes it a policy issue. As we roll this out, then the BOD has the option of including categories without redoing the Constitution every time. We have the general strategy Sprotte observed that there are some conceptual pieces that need to be addressed that are currently in the Bylaws which are voting and holding office. Dolence suggested that the voting and due's components are real sticky issues. Do we want to attack them together? Dolence says "no." Marrying the two is dangerous. Swallowing too much change is dangerous. The members will try to build a case as to why we packaged the amendments the way we have. If we do not need to adjust the voting thing, then consider it the next year. Sprotte shared that Section 1 in the Bylaws is on voting members institutional membership; Section 2 starts "non voting members shall be those individuals who are eligible to participate in AACRAO activities but may not vote. What we are saying is leave that language as it is and change the categories to something that is more generic and gives the BOD the ability to establish membership categories without defining them in the Bylaws. Dolence suggested that we look at the strategic advantage. First of all, we are not getting the rancor of the membership up. Secondly, now we can say that the BOD has the policy primacy. We can go to the Corporate Advisory Board and restructure the CAB in dealing with these emerging policy issues and the possibility of not only bringing them in to vote but we can bring in the line behind it and coax them through. Just take out the categories but the rules that govern those remain the same. All we are saying is that the BOD is going to classify the categories rather than them being fixed in the Bylaws. Make a generic statement that the rules that govern those stay the same so we are breaking that piece up into two steps. Deal with the voting thing the next year. Do not try to do both of those things this year because that gives us time to base a new alignment between the environment and AACRAO, then we are enabled to do what we think we need to do right away. The voting structure is what is going to really tick the membership. They will say, "Wait a minute; you are going to let vendors vote?" They will not think there are forty vendors and there are eight thousand members so it does not matter. They will think, "you are going to let vendors vote; what are we coming to?" Then they will smash the due's increase because the BOD is really trying to take control of the Association away from its members. Dolence thinks that no one will suggest changing the categories. Sprotte indicated that part of the publicity about why we are making the change is to describe some of the categories that currently the BOD has in mind with other ones to be determined. Dolence suggested putting that proposal in the publicity so that members know exactly what the thinking is about inventing the categories. The BOD can create a membership-strategy based on input from the members. Dolence indicated that he does not think that the members will oppose eliminating the categories. President Plante suggested to just show the dues. Haid observed that this is part of the transformation.

Failed Amendment. Fresh asked, "How does this effect the voting by mail?" President Plante responded that the amendment failed because there would not be an opportunity for debate. She suggested that if an issue is put out on E-mail, this would give members time to comment. Dolence predicted that members would want to hold their options to torpedo the issue. Henderson suggested that if we take the issue that was addressed and rework it and get it out to the membership, he sees that it will pass in a minute. Dolence asked if we have put to bed the two burning issues? The response was, "Yes, for now."

Analysis of Preconference Workshops. Dolence asked, "Have we done an analysis of the preconference workshops? Dolence suggested that we discuss the opening up of revenue opportunities and looking at it as a strategic issue. There was some analysis that showed that we were already priced in a line with annual meeting registration not the other components. Dolence said that we set the limit at 35 and work to get 135 so we can make money. He advised that we need to depart from the break-even mentality. Dolence asked, " What is the philosophy of why that is where it is now?" The philosophy is one of a service strategy to members, but in fact what it has done is to start to negatively impact the service strategy because we cannot afford to do certain things and we want to change that relationship. We need to free up resources. Henderson expressed that we have to change.

Corporate Ralationship. Plante suggested that we should be using corporate folks to fund our plenary session. Dolence reported that normally he hears vendors are concerned about the format of the annual meeting and they are asking, "Why must the number of vendors be limited to 30 vendors?" That is a different pricing structure. We set the limit at 35 vendors and we try to get to 150 as fast as we can. Dolence suggested that the BOD talk about corporate because he has had conversations with Datatel regarding some of these elements. They say that they do not mind giving AACRAO $20,000 to fund the development of publications if AACRAO will take that $20,000 and use it as the development slush fund so that AACRAO does not have to come up with the funds out of dues and operating expenses. Then charge for the publication and recapture that $20,000 to immediately be used again for another development project. What Datatel did not want to be put in the position of is that they do not want to be asked for $20,000 a year in addition to all of the other requests. Datatel would like to get some kind of acknowledgment that putting up a sizable chunk of money has a long term effect on the Association and they would see that as a very high value reason for giving a large chunk of money. The debate at the next level has to be the $20,000 is to underwrite a series of other publications so that when we get into the international arena and we want to underwrite something, then we would go to another vendor and use the same model. We can use phrases like "Datatel underwrites the development of Strategic Enrollment Management literature in order to advance . . . " The $20,000 reflects the kind of commitment Datatel is making. Another vendor said to Dolence that this challenge they have is to decide whom they are going to give the $20,000 to because they do not have ten of those $20,000 that they can give. If we come up with a strategy where they get much more paying the bucks to AACRAO, we are going to get a disproportional share of those $20,000. The other thing that vendors are concerned about is if it is poorly run why do they have to pay for poor operations. The vendors talk about if it is poorly run, then they do not want to be involved.

Publications Reconceptualized. Dolence suggested that we look at reconceptualizing what our publications are. We need to pump up the quality of intent of the publication and take College & University from an operational journal to a policy journal. We have done some good positioning with publications like the SEM Primer. The publications that we have done on international issues gave us the ability to take over internationally because we had that legitimacy already built in and how those elements tie into occupying that Dolence suggested that we look at on-line publications as an option to enable our dues paying members to extract the information that the non paying members cannot. Becraft pointed out that one of the problems is our members are institutional members not individual members. Individually owned Smart Cards is not going to resolve the problems for us. Dolence suggested that we may want to issue a Smart Card, one per institution, that gives that access. For the next three years, we need to look at our on-line journal as on option and be ready to move toward that direction so that when this stuff comes on, we will be ready to provide this to our members. Wakefield indicated that we are limited and that the publications are not on-line, just the descriptions are on-line. Dolence suggested that as we do our desk top publishing, create the capacity to go forward in digital format so that it will be able on the Web once we work Out all the possibilities. Let us not worry about the history, just worry about creating the capacity. Haid offered that we are moving toward the philosophy to articulate moving away from the price to price that will sustain future development and future services- Dolence responded, "Are we going to move from the lowest possible fee to a market bearing fee?" Wermers asked, "What is the rationale for that?" He suggested that the message needs to include why we are moving to an investment. Dolence indicated that we are going from the lowest possible fee to an investment model more than just a philosophical transition. Guerrero suggested that we need to identify policy issues that are fundable. Dolence observed that this organization moves us from a provider of minimal services--a cost conscience model to one of an investment model that will be revenue conscience.

Revenue Sources. Dolence asked about the number of revenue sources-dues, annual meeting, publications. We have not looked at grant getting as a major source, have we? Becraft reported that we about to get into this activity. Dolence inserted that as a historical flow of funds, it has not been significant. We could move very rapidly to maybe twenty projects if we had the infrastructure to manage it. If we tried to do that now it would bring us to our knees. There is a new philosophy that says we have to prepare for this kind of thing. President Plant indicated that we would need to look at what we want to keep and what we would want to pursue. Dolence offered that when we add some of these elements, it adds to our expense. Someone suggested that we provide discount pricing. Dolence pointed out that the Wall Street Journal printed an article that Nordstrom is leading the retail charge to do away with discount pricing. What they do is they have a strategy behind that. The first thing is that they do not put a rack out with any more than one or two items of any one size. They do not put out multiples on the rack; the ones that are put out are special. We need to be careful if and when we offer discount pricing. Nordy's has markdowns past a certain point; if it does not sell by a certain time, they take it off the floor and send it through a jobber. Nordy's philosophy is to send it through a jobber. Then a person can go to a jobber outlet, like Penney's or Sears, and you find the same outfit for 50% off or 70% off or 80% off, 92% off, etc., where a $170 garment is $8 and you will not find pricing at Nordstrom.

Dolence Asks about Progress of the Transformation. Dolence asked, "How far have we gotten in the last eight months?" "What is going to be our agenda for the next eight months?" "Where are we on the map and where are we with C&U?" Sprotte thought it is time to go back to that very first discussion about we cannot get too here without this and that, like contracts or committee work or calendaring/scheduling, etc. She suggested that we build the Pert Chart and figure out those activities that we really want to get to by then and determine what we need to be doing right away because it may affect how we assign the committee, how we ask the nominations and elections committee to look for BOD officers, and how we develop the program. We need to spend time to talk about the sticky details before we continue too much of the great transformation. Dolence asked about the transformation subcommittee idea, is it working, has it fulfilled expectations, and is the full BOD satisfied with the Transformation Subcommittee? President Plante did not want to force a response. The answer was "yes" from all the BOD. Dolence wanted to reaffirm that the Transformation Subcommittee was supported by all the BOD. Haid suggested that the smaller group is better because each time they have met, we have seen results and this speaks very well for the quality of the group that the BOD selected. Dolence asked, "Where are we in relation to the framework?" He could see hundreds of things that we have started to implement and then he asked how does that framework set up. He specifically targeted the question to President Plante who pressed to move on with the discussion. She indicated that the Transformation Subcommittee needs to recast the framework when we meet for the first session in October. Dolence suggested that the Transformation Subcommittee move equally through all the categories that have been identified, not just the sticky ones like BOD policy, dues, etc. Henderson suggested that we revisit the calendar and the categories. Dolence observed that we are not moving equally through the categories. Henderson offered that we are committed to the evolutionary part of the Transformation Subcommittee and that Fresh be added to the group. Sprotte has provided the continuity and Fresh needs to be incorporated. Dolence indicated that welcomes Fresh with open arms and that he believes that Sprotte should continue with the group because we are in the middle of all this. It has taken some time to obtain all the conversations and see the interconnectedness. Henderson reminded us that the issue tomorrow is to discuss the nature of the subcommittee. Sprotte observed that the value to her participation is that she may have more time to do some of this than BOD members. She thinks that we are at the point now where some of the items can be distributed to overlapping subcommittees of BOD members. The question is, "Do the vice presidents and the secretary/treasurer, who are not involved now, have time to do some of this or is this a role that Sprotte could play?" Dolence indicated that he had a different take on this. We are getting at the point where we have to have some serious work and we need to have people who know the context of this transformation and it would be difficult to maintain the connectivity in the short term. When you have a past president, who has been all the way through this, that is a real good resource. Sprotte was concerned that she is not in as good of a position as other BOD members who have been involved in the discussions with their committees the last couple of days and she will not be on the BOD discussions the next couple of days so she is already not as informed; that is already a limitation. Dolence said that he understands that but that he wants to make that transition a little smoother and capitalize on who Sprotte is individually and professionally. We are about ready to hand off four or five major initiatives and we need people who understand them and can hand them off. Haid reminded us that there was a strategy about steps that need to be taken. We need to look at that chart again. Bell indicated that she had mentioned to Sprotte earlier about preparing a Transformation Primer that would have in one place all the transformation discussion, charts, articles, etc., that and could be used by the BOD and anyone who is writing on this, etc. Dolence observed that there is a germ of that on the Web already and he suggested that this on the WEB would be really nice to use as a resource for training everyone.

Policy Summits. Dolence identified that there are a couple of loose ends that are worth discussing. One is the use of policy summits in different areas as we unfold the policy focus to bring and galvanize AACRAO's role in advancing an international student bill of rights and have a summit that debates what those rights are and how that looks and also engage the global community. Another issue is one that emerged today about a virtual university. Let us seize the high ground and plan a policy summit framing the key issues that surround virtual learning and bring that to bare as an open forum versus an open summit where there could actually be testimonies, talk about what the issues are. Someone would pull together the notes, prepare an article which could be titled, "The Policy Implications of Virtual Learning Environments," and perhaps we could begin extracting pieces of that pulling them right into College and University. This gives us a thematic kind of framework. Our vendor community would be very interested in this. President Plante asked, " Why not try one of those as an annual meeting session?" Dolence responded that by having the summits in Washington, D.C., we could bring all of the power of AACRAO's location in DC brought together. He thinks that Annual Meeting sessions are also a good idea. Sprotte suggested regarding the Virtual University summit that Utah is one of the leading states and has one of the leading governors. We are more likely perhaps to get the visibility and participation in Utah than in Washington, D.C. Dolence offered that the summit is an event unto itself with papers being presented. There is no room at the Annual Meeting to accommodate a real summit. That is not to say that we could have the summit before the Annual Meeting and have the culmination of the summit could be Mike Levitz giving a keynote. There are creative ways of doing this but just using the Annual Meeting may not be the way to go for the consulars to come and talk about the educational policy in their countries and how that interchange would affect them. Registrars could report that these are my concerns regarding record keeping. Curriculum designers could report that here are strategies for this and that. This would really be a summit. Henderson observed that by using consular officials, the summit would have to be Washington, D.C. Someone suggested having it in Salt Lake City on Thursday and Friday before the Annual Meeting. Sprotte suggested inserting the time in with the next Western Governors Conference. She also offered that we must get the heavy hitters to us. We do not yet have that reputation so we need to go to them. Dolence emphasized that we have to have two, three, or four summits in a row and then we will be taken seriously. We will be in the policy primacy role. President Plante asked if this was something that we invite people to speak and then fund their way or do we advertise that this is another professional development opportunity and participates pa. Dolence responded that these are invited and pay their own way to present their position papers. Sprotte offered that there has to be a lot of groundwork in seeding the activity. Sprotte indicated that this would be a problem in attaching it to the Annual Meeting. Henderson asked if the idea was to attach it to the Western Governors Conference. Dolence answered "no" because this brings our power to the Western Governors instead of bringing their power to us. We need to control this. Dolence suggested that if this was scheduled in conjunction with the Annual Meeting, then the Annual Meeting should be held in Washington, D.C. This takes it away from the West and places it in the policy center. We have to control the venue and that is part of the power of politics. President Plante suggested that we would be getting the leaders and shakers. Wermers observed that the Virtual University is a Western Governors Virtual University. We take the initiative and do something that is happening worldwide; it is not a regional concept. Sprotte offered that if we hold the summit in Washington, D.C., then we can bring the Europeans to it. It becomes the policy primacy Mecca. Henderson expressed concern that if we did that, would we be as likely to pull off the policy primacy if we met in Denver so that we could use WICHE. Dolence responded that he did not want us to be run by WICHE. We need emissaries from all over the global community, such as University On-Line in Singapore and then our fully blown virtual learning environment to come to the table with)73 their strategies and proposals on the issues. Then we would publish from these. The Western Governors Conference is using only lone- twentieth of the concept. Sprotte offered that we might want to make the International Student Bill of Rights as our first one summit, then Virtual University as a second. We then increase the value of the virtual discussion by making it the second symposium of AACRAO. She thinks we have the network to draw some of those heavy hitters in the international environment. Dolence thinks that we will get the heavy hitters if we announce the summit and send the invitations, we will draw. The Chronicle of Higher Education(CHE) is already sensitive to the Virtual University. If we raise the policy issues in CHE, we are going to be front-page in the Chronicle. He also thinks that if we come behind it with the concern over. the International Student Bill of Rights, we will take the front page again. He is not sure that we will get the front page if we did not follow the Virtual University. The Chronicle is going to begin looking at AACRAO and inquire about what is our next summit. We want to feed them lots of different stuff and our plan is to then follow with Immigration Naturalization Service and the Russians. In the middle of that, use the economic impact of higher education of international education. We need to sit down and determine how that strategic issue is going to unfold. We have to do the same with Virtual University policies. For now, Dolence asked, "What does the BOD think about the policy summit concept as a way of centering policy primacy in AACRAO?" Paver suggested that we plan an affirmative action summit now. Henderson suggested that we do it before the election. President Plante indicated that the session was dismissed for a lunch break at 12:04 p.m. RMT.

Salt Lake City Local Arrangements Committe

President Plante reconvened the BOD at 1:15 p.m. with the Salt Lake City, Utah Local Arrangements Committee. President Plante thanked the Salt Lake City LAC for dinner and the tour. Introductions were made and each person present described the role they played.

Those present around the table included:
Kathy Plante, AACRAO President
Gene Priday, LAC Co-Chair
Louise Lonabocker, AACRAO Vice President, Group IV
Glen Poulson, LAC Physical Arrangements Committee Chair
Tom Gourley, LAC Hospitality Committee Chair
Fred Fresh, AACRAO President Elect
Roger Swanson, Associate Executive Director, AACRAO National Office
Suzanne Anderson, LAC Co-Chair for Chicago
Don Gwinn, LAC Co-Chair for Chicago
Don Wermers, AACRAO Vice President, Group III
Wayne Becraft, Executive Director, AACRAO National Office
Stanley E. Henderson, AACRAO Past President
Gloria Rutberg, AACRAO National Office
Bill Paver, AACRAO Vice President, Group II
Bill Haid, AACRAO Vice President, Group V
Jan Young, LAC Exhibits Committee Chair
Dee Johnson, Conferon

Jeff Tanner, LAC Technology Center
Ford Stevenson, LAC Treasurer
Henny Wakefield, Assistant Executive Director, AACRAO National Office
Diana Guerrero, AACRAO Vice President, Group I
Cecilia Balazs, Assistant Executive Director, AACRAO National Office
Sondra Miller, LAC Publicity
Kim Beck, LAC Publicity
Melanie Bell, AACRAO Secretary-Treasurer

LAC Reports

Gene Priday encouraged the BOD to bring more people back to Salt Lake City (SLC). The bus tour of the city was great. Tour goers shared what they learned on the tour about Salt Lake City:

would like to come back to SLC; big U, honey bees, beehive house, 27 wines, worse paved street, meaning of Zion, meaning of Deseret, earthquake vault, symphony hall windows, influence in area of cultures other than LDS, street numbers go out from center, killer bees coming, Temple, Tabernacle, University of Utah, reason for the width of the streets to turn wagons around, firebreaks. Selling points for the conference include the family history library which is the largest facility in the world, climate in spring is 60 to 80 degrees, tabernacle choir, low conference hotel rates, and Convention Center. It was suggested that we collect a dollar a vote for what people think about the carpet in the Convention Center. Some questions from information given on the bus tour were asked. What holiday is does Utah celebrate on July 24? (Days of 47) What year long celebration begins on Jan 4? (100th birthday of Utah State; the Centennial Year) What number of state was Utah to come into the union? (45th) What is the nickname of the state of Utah? (Beehive) What did they mix with the paint in the Tabernacle when they were painting the seating to make them look old? (Buttermilk) An apron was given to each member to take to state and regionals to wear, a jar of honey, and Bear Lake jam. It was emphasized that the best things about SLC are the things we can do here. The LAC wants the BOD to help sell the SLC Annual Meeting. It was suggested that an instruction sheet that outlines what to bring be included in DD and in various other publications.

The Logo is the theme of "always in season" meaning that one seasoning is not enough, the more you have the better it is. The Logo represents the four seasons in Utah. (Note: The BOD later rejected the Logo.)

Ralph Boren distributed a bound Committee Report for reference as each committee chair addressed their section.

Jan Young reported that the exhibits chair was to be a liaison with vendors and each vendor will receive a gift. Sam Amling of the National Office is unsure of what his role is and as soon as he gets more familiar then the LAC will get more info. Young has not picked a committee. Young takes the minutes for the LAC as well.

Tom Gourley reported that the welcome reception will feature a big band sound in a soft mode during dinner. There are some question about start time and the BOD will determine whether the reception is to start at 7 p.m. Henderson reported that there will a keynote speaker, hopefully the governor of Utah to speak on the Virtual University. There is a consensus to begin at 7 p.m. Gourley reported that as soon as it is possible to open up the opening session room to provide more room for the reception. Becraft expressed concern that it will be hit with long lines at the food stations and that will need attention. Gourley said that he is aware of the problem and will work on this. Gourley drew our attention to the planned breaks which is the same format as Reno. Gourley asked that we look at the lunches and functions and let him know if there will not be functions that take place. Plante indicated that the lunch needs to be separate from the Plenary session and that we moved the Shared Caucus to a separate meeting later in the day. Plante indicted that she will get back to him on this. Gourley reported that the Hospitality will move after they open up on Saturday morning into the Exhibit Hall. Some vendors told Gourley that they were disappointed at Reno that a lot of people did not come to their booths. Gourley said they will post the listings of drawings in different places so that the flow of people will be spread. We will have handmade quilts that will hopefully be given out at the Sunday opening meeting to encourage attendance and to get something going at that time. Henderson emphasized that these will be handmade quilts. Henderson put the question to the BOD that Hospitality will be adjacent to the registration area; is hospitality open the same time? The answer was that it had been later. Gourley indicated that his people will do this right and the opening session will go very smoothly. Plante asked if the hotel people will be notified to beef up their shuttle services. Gourley responded that they have not asked about shuttle services. It was suggested that there will be welcome messages at the airport.

Sondra Miller reported that all the materials for publicity will be submitted to the National Office. Conference News will be the same size as the Data Dispenser. The Logo will be printed in full color. The daily update will be named the Daily Forecast. Boren asked her to work on the give back program and he asked the BOD if we should continue the give back program? Do we do enough with the scholarship programs for the community? If the LAC needs to sponsor the event, then we need some help on this part of the assignment. Boren reported that the Reno LAC had a problem with this and there was a lot of confusion so we need direction on this. Plante indicated that the BOD would address this issue and report back to Boren. Henderson questioned about getting info in the April Data Dispenser. Miller said that she would move that back to January.

Lynn Poulsen reported that they are real excited about the Salt Palace. It is a beautiful facility to accommodate the conference. He thanked AACRAO for the contract with Conferon; Dee Johnson asked for input on some space assignments. The tech center needs a little more space if it has not been assigned out. We have ample rooms. Conferon has contract with GES for signage. They have not yet contracted with local audio visual vendor. Becraft observed that only registration and hospitality are indicated; seating will be needed. Poulsen reported that the map is not to scale. There is adequate space there. Becraft indicated that there needs to be new member session, Chicago hospitality, tours, prayer luncheon, AAU, and shared caucuses need tables. Poulsen indicated that this will be taken care of. Becraft asked Fresh if some other meeting rooms were secured. Balazs expressed concern for cashiering and that there is no security for the room behind them at the back of for handling that kind of money. Poulsen indicated that it is locked all the time and that there is a freight elevator. Rutberg reported that Dee Johnson indicated that place is not secure enough. Johnson assured that there will be a place for secure cashiering. Winslow Hurst reported that they will plan to wheel the stuff down the hall so that this will be freed up. Poulsen indicated that Chicago will need a place to store stuff as well. Don Gwinn indicated that he would like a corner of the Exhibit Hall to store the Chicago stuff and he needs a lateral space. Gwinn then said that he will just stay in the Exhibit Hall so that there will be security. Becraft asked where plenary sessions would be held in the ballroom; there might have to be reset. There will be two plenary sessions that will not involve lunch. We need to take a hard look for this space. Gwinn observed that exhibitors get access after hours; his people will need this privilege as well.

Shelley Olsen was ill and Kimberly Beck gave report on publicity. Beck reported that most of their work is done. They are planning articles in Data Dispenser in the fall. Sondra Miller indicated that this should be in the September and January and we will then pick up from there. There will have a booth at PACRAO to promote the SLC AACRAO. Wakefield asked why only PACRAO and not other state and regionals newsletter editors. Beck said that they would do that and that Swanson will provide the addresses for the state and regionals newsletter as well as the listserv. Becraft suggested that there are other listservs that should be tapped as well.

Winslow Hurst reported that registration be staffed by 12 to 15 people. Sondra will advertise for PACRAO help in September. They will stuff registration packets on Friday; make sure that items are here by that time. They will give the registration staff a tour of the facilities so that they will be familiar with the area. Registration booth schedule was looked at. They Will not staff a registration booth on Thursday. Tours begin in the afternoon on Saturday. No workshops on Saturday are scheduled; Fresh will check that out. Hospitality will be located near by. Badges should be a different color as suggested by Indy and Reno; what do we think? We could sell the remaining tote bags. They will allow volunteers who work in the morning to attend the afternoon session. Henderson indicated that that is a continuation of a decision from the past. Priday asked for clarity on the publicity as outlined in the AACRAO guidelines. It will be taken care of.

Jeff Tanner took over for Kay Harward who resigned due to the death of his wife. Tanner will set up the Technology Center on Thursday, test on Friday, and be ready to go on Saturday. The plan is to separate from the Hospitality area and to be open 7 am to 7 pm during the conference. This plan starts on Saturday through Thursday (7 to 7 also) Wermers asked that the recorders have ample time to work on their reports other than the session times. Tanner will need answers to some questions, such as security and insurance. Balazs indicated that insurance is covered by the National Office. Security will need to be covered by someone else. Tanner raised the question of sessions that have requested access to computers. Could they take some small rooms adjacent to the tech center? Boren wants to have those rooms set up at the conference. Henderson asked if PC's would be added or reconfigure the rooms. Tanner said that the usage then would reconfigure the space. Becraft observed that the tech center was busy all the time. Tanner said Mary Neary figured too heavy on MAC's and short on others. Neary suggested to get the bandwidth bigger and to give clear instructions what is available. Here is how you need to come prepared to link back to their system at home and also the kind of software that is available and remind them of what they need to know. People just walked out there to check their e-mails. Neary gave Tanner the contact they used and Tanner was told that this was a one-time only and that if we want it long term, then we would need to contact the National Office for the donors. Tanner indicated that if we do not get the donated equipment, then we have to rework the budget. Henderson suggested that there needs to be discussion on corporate strategy. There needs to be a long range contract. Becraft said that there may be a better way to contract. Hurst suggested that a banner be prepared to advertise who donated the computer equipment. The general feeling was that this be an ongoing company not just a local. A short break was taken at this point.

Nancy Trevino reported on tours. She has arranged for tours of national parks and discovering our roots. She had scheduled a tour on Thursday before she knew of the conference schedule change. Tours will not be canceled; they will take a van or a car. Only when they have one will they cancel.

Ford Stevenson asked, "What was Henry Longbaugh's nickname? (Sundance Kid) "What is the name of the guy on the tombstone? (Henry Beebe) Stevenson is waiting until the National Office closes out the balance sheet for the Reno meeting. Stevenson also reported on the Local Scholarship Committee. He identified the local organization members. Their goal is to increase the amount of donations. Banks and credit unions will be solicited and he will remind them diplomatically that we have contributed to them and now they could help us out. Construction companies will also be solicited. Skip Records suggested that the local hotel be tapped and Stevenson indicated that he would. An issue we have not resolved yet is that the scholarship recipients have been limited to a tight geographical area. We are desirous to make that broader; the whole state or the Wasatch front which is about 180 miles along the front. We will continue to talk about it and that recommendations will be made to the BOD. Any money left over we would like to begin an endowment so that over time we will have Becraft indicated that there is a limit to that amount when they looked into the Connor funds. Balazs said that we want to do that but we just have not had enough money. Stevenson would like to get the television station to send a camera crew to film this. Priday suggested that we might want to do that when the governor speaks. Haid expressed that this is an exciting plan and appreciate the approach to the scholarship task.

Plante indicated the following items to be discussed by the BOD; some needed action:
1. Give back project and would this go to scholarship
2. National Office contract for PC's
3. Starting at 7 or 8 p.m.
4. Colored name badges
5. The cost of the coffee break on Thursday
6. Donated equipment

Boren thanked the BOD for giving them the time to report on the activities. They ask that we really promote SLC in our visits with the states and regionals. Becraft asked Boren to provide a transparency for the state and regional visits to include in the presentations. Boren will take care of this and it probably will be the logo. Becraft asked about transportation between hotels and Boren indicated that he would look into that. Boren reported that the state schools are not allowed to compete with private; it would have to be contracted out. UTA does have the free ride zones; Tanner suggested to find out the schedules and promote this as well.

Plante commended the LAC on getting organized and putting a plan on paper. She has served on an LAC and appreciates all the hard work. She is excited about coming to SLC and "this is the place" ought to be on all the publicity that goes out.

The Salt Lake City LAC members were dismissed.

President Plante called the BOD meeting to order and indicated that we would address the LAC issues.

Give Back Program Issue. Henderson led the discussion on the give back program. If that program is developed by Jim Menzel; it happens at the same time as the scholarship program. The give back program began with a specific committee and started with shirts, can goods, and cash in Boston. Henderson suggested that we fold the give back program into the Scholarship Program

M/S/Passed Henderson/Wermers 9/0/0 To fold the give back program into the Scholarship Program.

More discussion continued. Wermers indicated that this is a political issue. The impetus for the give back program came from a specific program and the leadership changed. The Salt Lake City LAC does not want to do the work and that this should not be their responsibility. Haid offered that there is room for both kinds of giving. Because the Scholarship Committee is successful and it does not mean that we should not pursue other avenues of giving. What we need to do is to be sure that there is a place to respond for people who have not thought about it until they arrive at the Annual Meeting. President Plante indicated that she was concerned that $900 was collected and given to an agency when those funds could have been available for a scholarship. Lonabocker said that the LAC has put a good plan for their fundraising. Fresh expressed concern that scholarship would find a home and it did. If we pose the give back program on them now then that is a problem. Henderson asked if are we going to say to the LAC they have to have a table? He would prefer to take that from the registration committee and give that to the scholarship table. They might sell the tote bags at the scholarship table. Henderson said the issue is that of making the scholarship program expanded further than just locally.

M/S/Passed Henderson/Haid 9/0/0 To delegate to the Scholarship Committee the decision as to whether to make it available statewide or to include the Wasatch range and will approve their judgement to the range of the territory with the proviso that they will do what will maximize the number of underrepresented students.

Colored Badge Issue. Henderson presented the question on colored name badges identified by the LAC. Balazs reported that we are out of colors. Rutberg suggested that the badge holder be colored. Plante suggested that there is a lot of colored dots. Henderson suggested that the National office just deal with this; it was referred to the National Office. The National Office is to communicate to everyone as to how this was dealt with.

Technology Center Issue-Donations for Hardware. Henderson presented the Technology Center issues. How do we get donations for the hardware? Plante said that it made more sense that if we are having to ask each year for equipment, that this be coordinated out of the National Office where they could work with the mother company to develop a donation system. It should not be something that we have to ask every year. It should not be an LAC chairs problem. Lonabocker said that Neary reported that there is difficulty in getting donations. Tanner had said that their computer center directory had those contacts and would be glad to help. Fresh offered that we need to look at this long range. Becraft said that the National Office could work with the corporate sponsors on this. No motion was required.

Technology Center Issue-Teaching Rooms. What about teaching rooms located off the Technology Center location? Connectivity was a concern. They want this room for activities other than sessions. Henderson indicated that this was a terrific idea but Fresh is a better judge of what that will affect. Fresh said that this makes it tight. The outcome is to give them one for Technology Center to use in additional to the Technology Center. No motion was required.

Opening Session Start Time. The issue of beginning at 7 or 8 p.m. was discussed. The outcome was that the opening reception will start at 7 p.m. No motion required.

Shared Caucus Luncheon Issue. The issue of the Shared Caucus Luncheon being eliminated was discussed. Plante identified that the schedule that was distributed early did not show a Caucus Luncheon and that it had not been in there since the planning of the Plenary. Haid said that he did not know about the elimination of the Caucus Luncheon. Guerrero did not know this either and she said that she would have brought it up with the committee and they would have questioned it. Haid said that it does not seem like an even swap; it should not be done without some discussion. Haid said that this did not pop up for him. Plante said that there is a meal function about an hour and a half before and this has always been a problem. The thing we may have to do is to move some of these luncheons to the Marriott. Fresh did not see a problem with moving luncheons to Marriott. Plante suggested to move the Shared Caucus to 5 p.m. Tuesday and that was what was distributed when we did the first draft. This was listed separate from Round Tables. Haid said that they expect to come together at lunch and discuss shared concerns. Lonabocker said that we were taking that away and we are not giving them anything except the afternoon meeting. Plante indicated that we have Round Tables and it is during the Round Tables when the individual caucuses were meeting, then there was a separate designated time for the Shared Caucus meeting after the last of the Round Tables. Haid said that no one picked up on this and that Plante was saying that we allow a lunch time which is followed by a Plenary session. She would not want to take away from the Plenary and she would not want to push anything later than it is. Plante felt that we should finish up with the Breakfast/Business Meeting at 10'ish. Then we turn around an hour and a half later and have a luncheon. Plante indicated that is what we have been doing. Plante said that we may need to move these luncheons to the Marriott because space that would be used for a luncheon is probably the same space that would have to be a part of a Plenary. She had asked this question and the response was something that Dee Johnson needs to know what our needs are. We are saying what our need are now. Haid indicated that are so many other things that we have talked about that spoil meetings.

M/S/Passed Henderson/Guerrero 8/1/0 To retain the Shared Caucus Luncheon for the April 1997 Annual Meeting in Salt Lake City, and review this again for next year.

Wermers observed that if this was not picked up by Haid and Guerrero earlier, then this could be another example that could affect the effectiveness of what the groups were trying to accomplish. The luncheon could be in Marriott. Bereft suggested that someone should be designated to talk with groups about this; Haid was designated.

Coffee Break on Thursday Issue. The issue of a coffee break on Thursday was discussed. Wermers suggested a light coffee break. Haid said that if we do decide to extend meeting the through Thursday morning, this is not the right approach to attract attendance. Plante reminded the BOD that because the meeting is in Utah, we cannot just offer coffee because of the caffeine. Haid said that we should not scale it down and that something is not right about this. Balazs reported that the SLC LAC already has a deficit of $17,500; it does not balance. What they were supposed to do is take the figures and massage them to come out even rather than show a deficit. They did not touch any of the numbers so we already have a deficit of $17,500 that has to be made up either by the number of registrants or the fee. We need to consider this in light of a coffee break. Henderson says that it is a joke for the LAC to have the budget; they should not have to tinker with the budget. LAC is clueless about the budget; should this be maintained by the National Office? Balazs said that every year the LAC has made the recommendation on how many registrants there should be. Plante shared that the budget is based on 1600 registrants plus 200 late registrants. Balazs inserted that that is just the additional fee for late registrants. Henderson says in light of a $17,500 deficit it would be difficult to say they need more money. Balazs indicated that every other year the recommendation has been made on the number of registrants and the fee then the LAC massaged the numbers and the BOD would approve or modify the figure; we were operating under the same premise. Plante said that we would just say that we want to add a beverage break. She asked if she was to tell them to plan a scaled back 15 min break and work with Dee Johnson? Yes, was the outcome! Henderson will inform them.

Review and Approval of April 1996 BOD Minutes
(Strategic Plan A.I.a)
Agenda 6 – Bell

M/S/Passed Henderson/Paver 8/0/0 (Fresh had gone to his room) To accept the April 1996 minutes as corrected. There were no substantive corrections; they were grammar and typo corrections that had been previously identified after first draft was submitted to BOD.

Past President Report
Agenda 14 - Henderson

14. a. Continuing Committee Appointments. (Strategic Plan A.I,c,d,f,i; 3.II.b; 3.IV.a,b; 3.V.a,b,c; B.VI.a; C.VII.a,d; C.VIII. a,b; C.IX.a,b,c; C.X.c) Henderson reported that by the time the BOD leaves on Tuesday1 the vice presidents will have told him the names of committee members that were not to be reappointed, the incoming members, and the names of the committee chairs.

14. b. Professional Development Visitation Program Proposal. (Strategic Plan A.I.c,e,f; B.IV.a,b; B.V.a; B.VI.a,c; C.VII.a,c,d; C.X.c) We would provide the list of the names of the volunteers who would be willing to be involved in this program as well as those willing to "shadow" another member. We are simply maintaining the list and the Association is providing the facilitation. We need guidelines. One guideline would to identify those criteria for members not to be allowed to shadow. The people who are going to choose to shadow are going to be the ones who are known to the Association. It is a no brainer. Wakefield indicated that this was a wonderful idea but who is going to do it. It needs tracking. Who in the office has time to do it? Henderson indicated that we approve it in concept and turn it over to the National Office to carry out; they can come back and say that there are too many factors to take into account or give a proposal.

M/S/Passed Henderson/Paver 9/0/0 To approve the concept of the shadowing proposal and that the National Office is to develop the plan for review of the BOD.

14. c. International Visitation/Desk Exchange Program Proposal. (Strategic Plan A.I.e,f,g; B.II.b; B.VI.a,c; C.VII.a,c,d; C.X.c) This is a direct result of Henderson's trip to Glasgow.

M/S/Passed Henderson/Paver 9/0/0 To approve in concept a channel to foreign associations with Exchange Programs (either Desk Exchanges or Study Visits) far names of AACRAO members who would be interested in such programs and that the National Office is to develop the plan for review by the BOD.

Annual Meeting 1997 Discussion
(Strategic Plan A.I.d)
Agenda 5 - Fresh and Swanson

5.a. Results of Ladership Meeting. Fresh handed out a sheet earlier to the BOD. The Program Committee got together and at the end continuienty was the issue. How long does this committee stay intact? There was consensus that the same process for other committees be in effect for the Program Committee. They will provide a paper for tomorrow. That is an indication that the Program Committee decided that this was a go. The sheet handed out earlier says that this process was difficult leading up to this; what came out of Reno did not work as well as we would have liked. Swanson reported that Renee will be made available early to help out at the Technology Center. Fresh reported that they will factor in that some people are still reporting that they were not contacted in advance. Fresh spoke about the Plenary speakers. On Sunday, he will contact Val Mead to move that to Sunday night to get the Utah Governor as the speaker. Transformation was moved to the first Plenary. Henderson will bring this home to local level as a global agenda and then nail it down to the local level. The second Plenary will be the international issue. The third Plenary is the affirmative action in the context of Hopwood versus Bakke. Paver indicated that his Academic VP developed the law school admission policy; Yudof is his name but he is not well known in legal circles. Paver suggested that Janet Reno should be a first contact for this Plenary. July 15 is deadline to get everything into Swanson. Haid is very relieved that the Program Committee exist.

M/Withdrawn Fresh/Wermers - To have the program committee have continuity to match the term of their committee appointment process.

Haid suggested that the VP appoint a person in his or her group to the Program Committee. Henderson indicated that this should be like committee chairs. Wermers said that we may look at this the same as we look at any committee chair.

M/S/Passed Wermers/Guerrero 9/0/0 To reaffirm the Program committee.

Fresh will bring a proposal on the Program Committee process to the BOD the next day. Haid asked when is he going to deal with the extension of the program to Thursday? Plante indicated that a straw vote had been taken.

M/S/Passed Henderson/Fresh 7/1/0 (Paver was out) To endorse the straw vote previously taken (7/2/0) to extend the sessions to Thursday.

Wermers identified that the move to have plenaries caused much concern. Henderson identified that they listened to our reasons and that we have taken the straw vote and that we communicated to them to extend the sessions to Thursday. Haid said that we missed the opportunity at lunch. Fresh said that we did not have the opportunity to have this discussion and we can always go back. Haid said that he knew it was awkward and he agreed with Henderson that we need to do a good job of communication. Plante indicated that this discussion will continue the next day.

President Plante recessed the BOD meeting at 5:13 p.m. RMT on Sunday, July 14, 1996.

Monday July 15, 1996

President Plante reconvened the BOD meeting at 8:35 a.m. RMT on Monday, July 16, 1996

Agenda 5 Annual Meeting 1997 Discussion
(Continued from previous day)

5.b Annual Meeting Space Assignments. Swanson had no additional report other than the previous handout he distributed.

5.e Annual Meeting Planning. Paver reported that it had been previously discussed.

5.f AACRAO Liability for content of taping sessions at the Annual Meeting. Haid indicated that Georgianne Porter raised the question if AACRAO had liability for content of taping sessions at the Annual Meeting. Haid reported that presenters need to be aware that they can decline permission to tape their sessions and they must sign for that.

M/S/Passed Henderson/Guerrero 9/0/0 To move to apply the same disclaimer statment that is currently being implemented all conference programs and AACRAO meetings.

Tenure Proposal

Fresh distributed a handout on yesterday's issue of Tenure Proposal for the new Program Committee.

M/S/Motion Died Fresh/Henderson 9/0/0 To accept the intent of the tenure proposal.

Haid indicated that it is premature to determine this at this point and will oppose it. Henderson said that the key part is the intent that program representation would ease the transition in terms of program planning when a VP rotates off the BOD. The crucial part is for the program member to stay a year after the VP rotates off. Guerrero expressed that she like transition. Haid indicated that he does not see the need for this much structure. Paver indicates that this is premature and suggest that this should be finalized next April after a year cycle of history is experienced. Fresh said that we have to deal with this in the December/February timeframe. Wermers suggested that we might be a bit premature but at the same time. We need to look at this as a motion that would include the first two sentences to insure continuity. Fresh was open to amendments or suggestions.

Substitute Motion/S/Passed Henderson/Wermers 8/1/0 To have members of the Program Committee are appointed by a Vice President or the Executive Director for a one year period; the appointments will be made considering the potential disadvantage of the Vice President and the Program Committee starting their service in the same year.

Summary of Program Committee Deliberations. Fresh distributed a summary of the Program Committee deliberations for a theme, speakers, and Plenary sessions.

5.d Registration Fee Structure. The BOD Subcommittee composed of Guerrero, Lonabocker, and Wermers recommended single day registrations and that the fee be half of the member rate and that badges be coded to distinguish them.

Single Day Registration Fee Set

M/S/Amendment Failed/Motion Passed Guerrero/Henderson 9/0/0 To provide a single day registration at half the member rate.

The monitoring will be on the honor system.

Guest Registration Fee Set

M/S/Passed Guerrero/Paver 9/0/0 To set the guest registration fee at $50 which is double the current fee.

Guest can visit exhibits, Technology Center and have access to sessions.

M/S/Failed Henderson/Haid 1/7/1 To admend the previous motion to raise the guest registration fee at $30.

High School Counselor One Day Registration Fee Set

Guerrero proposed a one day registration fee for high school counselors. Plante supports a one day fee. Guerrero clarified that this would be for Tuesday so that they can come in for four sessions. Separate marketing materials would go to these persons.

M/S/Passed Guerrero/Henderson 7/2/0 To set high school counselors one day registration fee at $30 for the Annual Meeting in Salt Lake City, Utah.

5.g Author Signing Party at Annual Meeting. Bell deferred this topic to Haid because she had identified this as an agenda item for this meeting based on previous BOD minutes. Haid indicated that this needs more discussion and he may bring to the BOD as a future agenda item.

Transformation Discussion
(Strategic Plan A.I.a)
Agenda 4 - President Plante

4.a General Discussion on Transformation. President Plante observed that each time we work on transformation we are taking additional steps forward. Dolence reported that working with committee chairs was wonderful. Discussion on the white papers and additional issues have come out of this.

Transformation Subcommittee. Plante asked about the subcommittee working with Dolence. Should Sprotte be continued as a member? Haid supported continuing the Transformation Subcommittee. The Sprotte membership issue should be like for all persons that there is time to rotate off. There is a value base to them. There are ways that Sprotte can continue on special assignments. There should be one VP on the Transformation Subcommittee. Henderson is not sure on the Sprotte issue. Dolence supports Fresh and supports Sprotte to remain a member because of her significant contribution. Sprotte could be an ad hoc member but there are funding implications. Guerrero supports both Fresh and Sprotte but if we follow the same token and Henderson will rotate off then so should there be past past president until we go through transition. Paver wants the core group to have some consistency. Wermers was ambivalent and is in opposition of a routine rotation of the BOD. This is not business as usual. We are in transformation stage. He recommends that Sprotte continue. Becraft thought this would happen that Sprotte and Fresh attend the next meeting in October and then Sprotte would rotate off. Plante observed that once you are past past president then he or she rotates off the Transformation subcommittee. Henderson offered that Sprotte would rotate off next April and Henderson would rotate off the next year. He thinks after 1998 that the Transformation Subcommittee would cease to be necessary. It was advised that we should keep Sprotte this year and Henderson for next year, then rotate with the new president elect and also rotate a new vice president representative. Becraft expressed concern that planning is something to do on ongoing basis. We need to always be planning for the future. Henderson agrees and emphasized that the transformation is a process. We do not want to create a super structure that creates a layer of BOD attendance. Bell offered that we have been discussing that by 1998 to have the Transformation Subcommittee cease and she thinks that is appropriate. She also thinks that we need to guard against a core group of people doing all the brain work and planning leaving the other BOD members not as involved when they may be in line for presidential leadership in the future. It is critical that there be a balance and a focus for some decisions now. Her biggest concern is that people who are in line for future presidents are not as involved in the process making it more difficult to catch up and also be as enthusiastic about the transformation. Haid would support Sprotte continuing and he would not want Sprotte to stop participating. Henderson emphasized that the new President-elect must be incorporated into this process. This speaks in part to Bell's comments.

M/S/Passed Paver/Guerrero 9/0/0 To continue the Transformation subcommittee planning process, that contingency funds be allocated to support the process, that the Past Past President and the President-Elect be included in the membership of the Transformation Subcommittee subject to annual review, and continue the consulting services of Michael Dolence.

President Plante asked Becraft to make adjustments to proposals for use of contingency funds.

4.d Membership Dues Structure. Plante referred to the white paper proposal on this topic. The membership dues structure proposal has some good thoughts in it. A Bylaw change on membership and fees, prepared by Sprotte, was distributed by President Plante. The proposed Section 4 in the white paper would become Section 3 in the Bylaws. Haid asked for an explanation on FTE and what the intended effect will be. Becraft indicated that institutions with part time credit students would pay less fees than those with full-time. Henderson observed that it would be a plus for community colleges and bring them into the Association. There is a push for this by a lot of the membership. Revenue neutral is the goal. Henderson indicated that it does not represent the chief office of each of the domains. Becraft offered that we need to look at a host of possibilities and what we want to do is include the four chiefs (as suggested by Wermers). Becraft suggested that there should be some incentive plan. Plante needs to be looking at options. Henderson suggested that we set some guiding principals and ask Becraft to come back with specific language and Bylaws proposals in December 1996. Paver would like to see this visually where he could see what is being talked about. Henderson suggested three things: (1) that Section 4 of Sprotte's proposal should be endorsed, (2) we need to move from a per person fee to FTE based membership fee, and (3) we need visual representation as to how to add incentives to institutions to bring in more members on a sliding scale and what those revenue implications are. Becraft reminded the BOD that a majority of members are in smaller institutions. Plante suggested a subcommittee of Bell, Balazs, Becraft, Wakefield work on these because of the revenue and publications issue. Fresh expressed concerned that we need the chief offices in and currently we are sending publications to those in the Member Guide. What will that do for cost and the impact? We are embracing them and how are they embracing us. Haid suggested that we collect the names of chief officers but do not put them in the membership base but we have them as a marketing group. We would not send them everything but would send selected items and they would be a marketing group. He does not think they would be added into the member base. Fresh wanted to know what that was going to do to include the chiefs and then what is the cost. We are saying that we are embracing them but how do we get them to embrace us. Henderson indicated that we should say that we are an organization of 3200 enrollment managers, 200 CIO's, 2200 chief student affairs officers, etc. We need to address this issue in December. He is trying to lay out the agenda for Decebber relevant to mebbership. We have the crucial issue of how to include them as members with possibly different dues structure, etc. Bell asked about the procedure here. President Plante responded that we do need to deal with the concepts outlined earlier. We need to name a subcommittee to assist Becraft so that we have a proposal or options to look at in December.

President Plant relisted the concepts as: (1) moving from a per person fee to a fee based on member institution FTE, (2) using HEPI to determine a dues increase with limitations, (3) having a means to identify and add additional members, (4) determining name collection arrangements, and (5) determining what membership in AACRAO entitles to. Henderson previewed the discussion in December. We need to be careful of what we give to CIO's and chief student affairs officers. CIO's may get info on the WEB. Becraft can get anything on the Web. Executives can be orderly pitched information and publications. Henderson suggested that some things should be sold on the WEB.

M/S/Passed Henderson/Lonabocker 8/0/0 (Paver is absent.) To consider the five concepts for review and a plan in December.

Haid thought that we needed to be ready to do this now; if we wait until December then we are behind.

M/S/Passed Haid/Guerrero 8/0/0 (Paver is absent.) To approve the changes to Bylaws as proposed by Sprotte and vote on them at the April Business meeting.

Plant asked Becraft to include Bell to work with the National Office to develop and present the five concepts study at the December BOD meeting. Wermers suggested that we look at IPEDS. Fresh suggested to provide it to BOD members ahead of time and send it out for review and edits before the December meeting.

Revenue White Paper. Refer to page 3 that contains exhibit and smart card issues. Wakefield reported that Jennifer Harrison gave away quite a bit during her employment at the National Office. Bell suggested that a proposal be sent to the corporate members and then only the BOD have a- conference call. Wakefield reported that Sam Amling is working on a proposal. President Plante asked if we need to see an advertising package? Wakefield suggested that Amling prepare a proposal. Becraft suggested that Amling prepare a proposal for the BOD in the Fall in preparation for the December BOD meeting. President Plante suggested proposal to be provided to the BOD before it goes to the corporate sponsors, then schedule a conference call. President Plante asked for a proposal from Amling no later than September so that the Transformation Subcommittee can consider as well. Transformation subcommittee will meet the first week in October.

Haid suggested to endorse the concepts in the White Papers and that any specific proposals come back to the BOD if they need to be. Becraft observed that the exhibit rates and the preconference fees would require action now if it is to be put in place for 1997. President Plante indicated that this is incentive for institutions to become a member. Henderson offered that the strategy is to price publications to entice joining AACRAO to get cheaper dues rate. President Plante said that we want to approve a strategy; we do not want to get into price setting. Henderson says that if the National Office.

M/S/Passed Henderson/Wermers 9/0/0 That the BOD adopt strategies to encourage nonmember institutions to join the Association; among these strategies would be setting substantially higher price for nonmembers for AACRAO services and products.

President Plante recessed for at break 10:30 am and resumed the BOD meeting at 10:47

Haid questioned the approval of the White Papers when these have not been circulated to the membership. Henderson indicated to pull out some things that need action now and that a principle today was that anything that the BOD approves today will be reconsidered when necessary.

Setting of Workshop Fees. Pricing is one of the issues. Henderson discussed the setting of fees for the workshops. President Plante agreed that we need to look at the workshop fee structure. Balazs asked could the BOD approve in concept a margin to put on a workshop cost? Fresh reported that the cost is not published yet so there is time to set it. President Plante said that Dolence indicated that we offer too many workshops1 fees are too low1 and this dilutes the offerings. Fresh suggested forums. Becraft suggested a premeeting
forum.

M/S/Passed Henderson/Wermers 9/0/0 To add a 25% surcharge to the 1997 workshop budget figures and include the minimum pricing of $25; emphasis is to include actual costs, indirect costs, plus 25%

page 35 missing

Motion/Seconded/Passed Henderson/Haid 9/0/0 To accept the White Paper Membership Categories as listed.

Instructional Management Domain Name

4.e. Instructional Management Domain. Henderson asked if there has been enough feedback on this? He suggested the name as "instructional delivery management." He argued that the delivery reference is arguable. Becraft suggested that this be referred to the Transformation Subcommittee. Haid reported that he is not ready to change it now and he requested that the Transformation Subcommittee add this to their agenda. President Plante expressed appreciation of that kind of caretaking. Wermers echoes Haid's comments. He indicated that we need to convey the accurate concept. Wermers is still fussy about the "student services" reference. Guerrero wants the Transformation Subcommittee to look at the term "instructional."

4.e. Name of AACRAC. Henderson is not sure on this one. We are not ready to sign on to that name. Haid indicated that the name concept gives us the green light and it should appreciate the heritage of the Association, the positions we hold, and these may suggest a change of name to keep AACRAO.

Motion/Seconded/Passed Henderson/Wermers 9/0/0 To accept the concept of a name change for AACRAO.

Balazs suggested a graphic be prepared to include the names of the white papers to add to the ones we already have. Henderson suggested one for the summits too. Guerrero is supportive of the international reference. Association of Collegiate Policy, Standards, and Practices was suggested and Guerrero suggested that several examples should be put out to the membership for their input. President Plante indicated that is a good idea to give them a part of the decision process so that they do not think that something is a given. Guerrero wants us to impart that a lot of thought went into the suggestions. Henderson indicated that Wakefield was going to put the White Papers in the Data Dispenser. President Plante said that this could be a discussion item at the state and regional conferences.

4.g Internationalization of AACRAO. Paver wants action on the international paper

Motion/seconded/Passed Paver/Lonabocker 9/0/0 To accept the International concept in the White Paper.

Haid said that we need to be thinking about how all of our areas can be moved to a global arena. Paver indicated that when we exhibit at EAIE, they will see what we do. They will begin to think about us.

Motion/Seconded/Passed Henderson/Paver 9/0/0 To accept the Annual Meeting concept identified in the White Paper.

President Plante said we need to add the seeking corporate sponsorship to the paper.

Summits

President Plante indicated that there had been discussion on planning three summits on the topics of Virtual University, Affirmative Action, and International Student Bill of Rights. Henderson suggested that we need to direct the National Office to develop a plan for these summits. Henderson commends Plante, Swanson, Becraft for the immediacy of the press release. Guerrero reported that someone called her from The Chronicle of Higher Education. Becraft expressed concern about the outcome of the planning of the summits. Paver suggested to work from AACRAO prospective. Whoever Becraft puts in charge is critical. Paver offers that the outcome is crucial. No one is really taking leadership. We should be Looking for someone to take leadership position to say they are wrong and that we want affirmative action back on our campus. Guerrero emphasized that we do not want a debate, but substantial outcome. Paver said that it is important that we seize the policy primacy. Henderson said the value is gathering together some folks and saying to the world this is what we believe in and this is one of the things that starts the ball rolling. Becraft suggested a small planning committee in achieving the outcome. Haid reminded us that Dolence suggested Virtual University be scheduled first. Henderson said that Dolence suggested that the affirmative action summit be scheduled before the elections. Haid said that why not schedule both summits. Paver emphasized that all this stuff needs to be carefully coordinated. Henderson cautioned that this is possible but we have to consider the National Office. Paver suggested to put two or three people on them. Val Mead, for example, could work on VU. Who are we going to invite and who will set the agenda. Henderson said that we must tongue and groove this for the Annual Meeting program. Schedule VU when Levitt can be in Washington, D.C. Becraft offered that we need a high profile person to put this together. Can we have a high profile person to help with this? Paver said we need to get competent people to work on the committees. Wakefield asked if the BOD would want to consider a professional Public Relations (PR) firm? They could achieve what we want and that investment would be worth it. Paver has a campus office of PR that does this at University of Texas at Austin. Paver offered that we cannot ad hoc this and have it work. Becraft said that we need the where-with-all to begin. Haid is anxious to turn over to a small group and get started. BOD input is necessary.

Motion/Seconded/PASSED Henderson/Wermers 9/0/0 To commit to three policy summits on International Bill of Rights, Virtual University, and Affirmative Action with Virtua1 University scheduled first, Affirmation Action as the second one and that it he held before the November Election, and that the President appoint two small committees to work with the National Office.

President Plante appointed Haid to chair VU, Paver to chair Affirmative Action and International Student Bill of Rights, and they are to select two people to assist them.

Failed Amendment

4.b Failed Amendment Issue. President Plant asked Becraft to contact other associations to determine how they handle voting by mail or other means other than in-person and if there was the minimum number required for a quorum. Henderson identified four issues related to the amendment that failed at the April 1996 Annual Meeting in Reno, (1) minimum number required for a quorum, (2) debate forum, (3) method of delivery, including E-mail, and (4) type of issues and whether this should be limited to constitutional issues only. Henderson suggested that we should defer to December agenda. President Plant asked Lonabocker to develop this further in conjunction with Becraft.

Treasurer's Report - Agenda 6 - Bell - (Strategic Plan A. I. a)

Motion/Seconded/Passed Haid/Wermers 8/0/0 (Fresh is absent) To accept the Treasurer's Report.

President Plante recessed for lunch at 12:11 p.m. and reconvened at 1:30 p.m.

Carryover Requests - Agenda 8.a - Bell - (Strategic Plan C.X.a,b)

8.a Bell reported that there were no requests for carryover of funds.

Contingency Fund Requests - Agenda 8.b.1 - Bell - (Strategic Plan C.X.a,b)

8.b Contingency Account Bell reconfirmed that in FY 96 there are $61,900 in contingency funds.

8.b.1 Transformation Process. Becraft reported that there will be two meetings of the Transformation Committee, therefore, $2000 ($1000 for each meeting) has been added the transformation funding for a total of $30,200 to come from contingency funds.

8.b.2 World Wide Web Pages. Wakefield distributed a paper and Becraft reported that this is an information item only.

8 .b. 2 SPEEDE Committee Request for Research/Grant Writer (Yes, there is a second 2 on the Agenda) Becraft indicated that this is a request to hire a consultant to assist in the writing of research and grant proposals. The request is for $8000 of contingency funds.

8.b.3 Professional Development Request for a Meeting. Haid reported that this is in his budget already.

8 .b. 4 College and University Advisory committee Request for a Meeting. Haid is requesting $9000 for a C&U meeting when the new editor is named.

8.b.5 Non-traditional Proposal. Guerrero reported that the non- traditional survey finally became a reality and the National Office began working on it. She request an additional $1960 be added to the $2640 she already has for a total of $4600.

8.b.6 Oral History Project. Wakefield reported on the oral history of past presidents project. She asked for an $1000 to fund this project.

8.b.7 Summit Funding. An amount of $6000 for three summit planning meetings, at $2000 each, was requested.

8.b.8 Fax Brochure. An amount of $500 was request to fund the publication of a brochure on fax standards.

Total of requests for contingency funds amounts to $56,660.

Motion/Seconded/Passed Wermers/Lonabocker 7/0/0 (Henderson and Paver were absent.) To fund the contingency items as identified and fund them in the total amount of $56,660.

8.c Professional Resource Panel. Bell provided a handout of the Professional Resource Panel (PRP) Statement of Goals and Objectives and researched previous minutes. She discovered that in July 1992 the BOD had approved a pilot project as well as these statements and objectives. It was apparent that most of these were not carried out and that it was to placed under the Vice President for Group V. There were a lot of guidelines and as a Professional Resource Panel member since its inception, she never had been given any of the guidelines. Bell edited the original document, shortened and focused it, and recommended that the underlined items be added to the original document and that the items in parentheses be deleted. She added a statement of liability so that we will have something that can be provided to the PRP members. At the December 1995 BOD meeting, the BOD designated the Secretary/Treasurer as the Coordinator of the Professional Resource Panel, instead of a vice president. It is her impression that the PRP members are to be available to provide information and guidance, not advice, by telephone, mail, E-mail, and Web. BOD members, Haid and Wermers, were also PRP members and they indicated that they had never received the original guidelines.

Motion/Seconded/Passed Bell/Haid 9/0/0 (Paver was absent.) To accept the revised proposal on the Professional Resource Panel Statement of Goals and objectives he accepted as presented. Haid commended Bell for the well-developed PRP proposal.

Annual Meeting Budget for 1997 Salt Lake City, Utah

Henderson said that we need a shuttle service for the SLC meeting because some of the hotels are five blocks from the Convention Center. President Plante asked if the Convention Center could assist? Henderson suggested that Swanson work with Dee Johnson on transportation. Wermers asked if there is a precedent from the past for shuttle service,. and second, have we ever had handicap preference? Henderson suggested that the registration form contain a handicap preference statement. Lonabocker asked about events for evening; she was impressed with Park City. President Plante asked Henderson to recommend Park City visit to the LAC. Guerrero emphasized that conference attendees will need something to do and that the July 1996 Leadership Conference expressed that they did not have anything to do in their free time. President Plante suggested that vendors might offer some activities. Lonabocker said that Adriana Farella is marketing manager for PeopleSoft. Becraft stated that Datatel did this for CAUSE.

President Plante reported that the LAC's budget is $17,000 over budget. She asked if we needed to help them pare the budget down? This was delegated to the National Office and Cecilia will work with the LAC on this.

Paid Attendance Goal for 1998 Annual Meeting in Chicago

President Plante suggested that the BOD needed to identity a working committee

Motion/Seconded/PASSED Henderson/Wermers 9/0/0 (Paver was absent.) To set the goal of paid attendance for Annual Meeting in Chicago 1998 at 3000.

9.a Proposal for Community college Issues. Lonabocker presented the proposal from the Community College Issues Committee and she reported that 500 of 1500 community colleges belong to AACRAO. They recommended that AACRAO make an aggressive effort to go after community colleges in the area of the Annual Meeting. Haid suggested that this should be added to the membership strategy.

Motion/Seconded/PASSED Lonabocker/Wermers 8/0/0 (Paver was absent.) To make an aggressive effort to market to community colleges the Annual Meeting to community colleges as part of the membership strategy.

Haid suggested that a friendly amendment be added, "as part of the membership strategy" and this was agreed to.

9 .b committee on Records Fraud and Abuse Established. Lonabocker presented recommendations by the Adhoc Committee on Misrepresentation in the Marketplace, chaired by Peggy Askins, that included a name change to the Committee on Records Fraud and Abuse and to report to Group V.

Motion/Seconded/PASSED Lonabocker/Wermers 8/0/0 To accept the proposal to become a standing committee, change the name of the Adhoc committee on Misrepresentation in the Marketplace to committee on Records Fraud and Abuse, and that it be placed under Group V.

President Plante clarified that this motion gives standing committee status, identifies reporting line of the committee, and a name. Henderson indicated that this committee was to be Adhoc this year and would either disappear or become a standing committee. Lonabocker will get the committee forms Out because membership will be included in the 1997 committee assignment process. Lonabocker will get info to Data Dispenser and include the Scholarship Committee as well. Haid and Lonabocker are to provide a short blurb to Wakefield. Ray Barrows had already written something. Lonabocker will prepare one for the fraud committee.

10.a Editor reappointments for 1996-97 (Strategic Plan A.I.i)

Motion/Seconded/PASSED Haid/Henderson 8/0/0 To reappoint the three editors, Jim Menzel-Conference Papers, Jim Christensen-TCP, and Paul Aucoin NetNews, plus Georgianne Porter for 1996-97.

Haid reported that Aucoin is doing okay. He was pleased that he has been getting things from us. Wakefield indicated that the editor will need to begin working in April. President Plante observed that Porter has been editor for ten years and because she has been paid she is not eligible for a Distinguigshed Service Award. We should do something for her. Haid will work on this. Becraft asked if this is a fiscal year appointment? Haid indicated that the new editor would begin in April but would not start getting paid until July. Becraft asked if the appointments required BOD action? Haid wanted to put an official reappointment cycle to this process.

Motion/Seconded/PASSED Henderson/Haid 9/0/0 To delegate the appointment of editors to the Publications Board and to provide the BOD with a report of the appointments.

Motion/Seconded/Passed Haid/Henderson 9/0/0 To approve the Publication Board's proposal.

Motion/Seconded/Passed Henderson/Guerrero 9/0/0 To delegate approval of AACRAO publications to the Publication Board with the provision that a full information report be brought the Group IV Vice President as appropriate.

President Plante called a recess at 2:32 p.m. and resumed at 2:50 p.m. Plante reported that the reception in her suite will be with the immigration people. Paver gave background information on this activity. The intention is to introduce them to the BOD.

10.d Proposal for Successful Practices Award. Haid was responding to a BOD request. The Awards Committee is not asking for funding because the committee believes that the sponsors would fund this.

Motion/Seconded/Passed Haid/Henderson 9/0/0 To accept proposal for successful practices award, that a minimum of $500 he funded for the award, and that the name of the award is AACRAO Award for Successful Professional Practices.

President Plante wants uniformity in the way AACRAO is represented so National Office should take care of this. Becraft suggested a substitute amendment of "amount of award be $1000 instead of $500." SCT offered $5000 to fund a technology grant. Henderson feels strongly that the award should be $5000. Henderson suggested that the SCT award needs to be pulled out of this. Henderson questioned the title. Haid agreed to the friendly amendment: the title is to be AACRAO Award for Successful Professional Practices the amount is a minimum award of $500, and that AACRAO and SCT should stand alone. Henderson suggested the title to be "Successful Innovations in Enrollment Management." Henderson specifically asked Haid to run this by the committee and let us know before the December meeting. Swanson observed that brochure is out of date. What about marketing? Henderson said that the SCT award is big. Becraft asked if this is limited to members? The answer was "yes" Haid will pass the SCT situation by the committee. It must be treated as a separate award! President Plante will deal with the funding in December.

10.d PAB Minutes (Help here Bill Haid, could not decipher the tape)

10.e. Web Master (Help here Bill Haid, could not decipher the tape)

10 .f Action Task Force for Western Virtual University. Haid had a good report from Val Mead. She did a good job of writing the initial documents. The video was just received. Haid is projecting that practices will be in place. Haid said that we must prepare papers so that we are in the forefront. His prsisdent is on the team. Sprotte's president is on the team. We need to step forward on how to do the recording. They are busy with other pieces so we need to hop on it

real quick. Henderson asked who is the class A trustee and class b trustee. Haid said that a will be political; b will be education. Haid will order copies off the video he brought to the meeting and mail them to each of the BOD. Mead wants continued support of our role.

Motion/Seconded/PASSED Haid/Wermers 9/0/0 To send a letter of appreciation to Mead

Haid will write the letter for Plante to sign.

3.h Awards Committee Meeting Minutes. Haid indicated that no action was necessary.

3.i PAB Support for Word Processing Enhancement in National Office. Haid reported that PABS is requesting support for word processing in the National Office.

3.j Announcement for college and University Editor. (Bill Haid-need help because there is nothing on tape)

3.k JCAR Paper, A Need Answered. Henderson said that this is an important issue and we cannot sit back. Evelyn Babey, Gene Schuster and he are the work group.

3.m Caucus Chairs List. Spanish Caucus is changing its name to Latino/Latina Caucus.

3.l Discussion Papers from Wade Robinson, Chair, Institutional Research Committee. Haid reported that Wade Robinson writes well. Taking Back the Dog paper is great as well as the other paper on Teenage Sex and Enrollment Predictions.

11.a Update on Fax Guidelines Task Force. Wermers reported on the fax guideline recommendations. The Homepage has questions on what, who, and how. No action was required

Academic Record and Transcript Guide. President Plante will get a letter of appreciation to Bill Brown.

12. a Proposal for Name change for Nontraditional Education committee. Guerrero reported that the committee wants a change of name to the Open Learning Committee.

Motion/Seconded/PASSED Guerrero/Fresh 9/0/0 To change the name of the Nontraditional Education Committee to the Open Learning Committee.

Guerrero reported that Dick Whiteside received a $50,000 planning grant from the Mellon Foundation. Swanson shared that Dick Whitside is first speaker at SEM.

13. a Summary of Meeting with Department of Education Officials on National Student Load Clearinghouse. President Plante shared that it is hopeful that an announcement will be made at NAFSA allowing guarantors to use reserve funds for paying for Clearinghouse services. We worked with reps from NAFSA and AACRAO. We are looking at a $2 million cost and what it could save the government is about $150 million in default loans. The department kept saying we are not sure we can really do that and Keith Jepson, head of the Project Easy group, said why don't we ask them to find a way to make it work rather than ask them whether or not it is okay. We were given a revised copy of the summary of meeting. This will be sent to the department.

13.b Designation of Excess Scholarship Funds. Balazs reported that there is $11,000 sitting in the scholarship fund now for which $10,000 is committed.

Motion/Seconded/PASSED Wermers/Lonabocker 9/0/0 To direct the Scholarship Committee to explore setting up an endowment fund.

Wermers heard that there were potential Conner funds and from Ford Stevenson that there were corporate contacts. Haid will glad to take this back to the scholarship committee. Henderson reminded us that Ford Stevenson needs to know if there is an endowment. Wermers reminded us that the endowment concept came from Ford Stevenson. Fresh said that is was appropriate to recognize the direction the committee is going and establish a policy for an endowment. Balazs said it takes BOD action to say we are now going to make them a foundation.

President Plante reminded the BOD of a challenge of $100 to the Scholarship Committee. Send your checks to AACRAO Annual Meeting Scholarship Fund.

Agenda Item 15

15e. This organization does not like the fact that Dale Gough is making evaluations. They are not going to let this one go. Gough is the university person; he has to have money to survive. Paver will draft a letter for President Plante to forward.

Motion/Seconded/PASSED Paver/Fresh 9/0/0 To adopt policy that indicates that services provided OIES are available to all membership categories.

15.a PIER We can assume administration of PIER as outlined in the memo in the Agenda book. Balazs assisted in financial area and looked at the books. The financial reports are attached.

Motion/Seconded/PASSED Henderson/Paver 9/0/0 To receive with pleasure and satisfaction the report of the PIER and look forward to the administration at AACRAO.

15b This was not an action item. Paver indicated that there would be a report coming from Ann Flectcher.

15c Paver reported that work will commence on a data base. Paver shared information about the Hopwood case at University of Texas at Austin. Paver clarified that the issue is if affirmative action is going to continue in higher education. Henderson said that if we do anything it is to express our concern at the loss of affirmation action.

President Plante recessed the BOD meeting at 4:35 p.m.

Tuesday, July 16, 1996

President Plante reconvened the BOD at 8:40 a.m. in the Alta-Snowbird Room, of the Marriott Hotel.

Morrie Berez, Senior Adjudications Officer, HQ Benefits, of the Immigration & Naturalization Services was the guest. He is coordinator of the Task Force Membership who were asked to give a complete review and to exam both the process for students and schools. Berez thanked Paver and Becraft for openness and for assisting them. Also present were Bonnie LeFleur, Berez's boss, Bryan Collins, Conceptual Assistant, Adam Malcolm, an Assistant, and Suref Conner, Data Systems Engineer.

LeFleur said that it now took about three times as long to process students as compared to before changes. It behooved them to look at the process and come into the current technology area to tell what they do and what the process is. All these factors came into play and a general direction came from this Administration with Gore's initiative. They are not just looking at students and she is pleased with work of the task force. Berez has done an excellent job. The product will be something that everyone can live with it will help everyone to do their jobs better.

Berez reported that the Task Force brought people from the field and from years of service. Gary Sheaffer has been all over the world. Students are interviewed as if they are cheating and they are scared. They want to change that. They do not know what students are studying. There is no mandate for Open Doors. Most students are here unmonitored. Once they are admitted it is "for duration of status." If they do not go to school Immigration does not know that. One half million a year of foreign students is impossible to manage. When the Oklahoma bombing occurred, the suspicion was that it was due to international students. The Feds came to INS first. The reality was that INS dodged a large bullet. They will not get a second change. Current data systems are inadequate. They cannot fix them. Berez wants to review the current foreign student process. Do they have support and are they eligible? Refer to Handout. All students are allowed to work on campus. Colleges and universities send them an acceptance letter. Student receives 1-20 from INS. Student applies for Visa at U.S. Consulate. Consular issues visa and returns 1-20 to student. Student travels to port of entry with 1-20 . The 1-20 duration of status is set then INS does not know about it. They do not know if they enter the US or not. Students can have multiple 1- 20's. The 1-20's are sent to Kentucky for processing. Schools do not have to say to INS that an 1-20 update is not relevant because the student is not at a school. They will move to machine readable forms. This will make it more difficult for students to cheat. Changes to new process are represented by the color yellow on the handout. Their proposal is that the form will be scanned and check right against the screen. If he/she admits the student, then will admit the foreign student on the spot. It will be duration specific. The 1-20 in the new system will be a 90 day document! The 1-20 will go away after 90 days.
On the new process, arrival notices will be immediately sent to the school. This is the first step in the process for the school. INS wants to generate an arrival notices on the medium. Does it need to be machine readeable or electronic. INS wants this to work for 90% of the schools that have foreign students. Then there will be follow-up. This is the first control rod and it comes in here. Although schools generated the 1-20, then this is the first control point. The student comes to school and registers. The student must report to the foreign student office and then the student will fill out a form for an identification card. The FSO will certify that that is indeed the student. It will be a cost of less than $100. Berez expects it to be 200,000 a year. With J's and F's, literally 400,000 a year. The per student cost is $86. We are required to round up to $90. Do not think that cost is significant to students. Each school has a drop-dead date. How do schools reconcile those who registered and those who do not. This is the second point. Then schools will report this a no-show. Assume that 99% of the students do what they are supposed to do. Failure for a school to not report then will put the student out-of-status. If INS does not receive the document from the student and INS does not receive this from us, then we will be searching and asking where is the student. Will declare the student out of status within 30 days. The only

1-20 that is valid is the one we declared entry on. It is a closed loop system. It might take six months for this to happen. For example, if the student shows up at Gonzaga University and it is not a valid 1-20, then Gonzaga will report this to INS. Conner came to US as a foreign student and now works for the INS. Having a card would have been great'. The card will be tamper proof. It will be the most sophisticated fraud card that anyone can imagine. If a student leaves for Christmas and then returns, INS will swipe the-card and then the student does not see an immigration inspector. Same will be true for driver's license and social security card. The card will have lots of benefits. Fraudulent card production will be difficult and the machines cost 1 million dollars LeFleur has a forensic document lab which is the best in the world. Berez said that the card has holograms, etc. He has data share pilot that is located in Vancouver, Canada. A foreign national who was here previously, then can be checked INS does not want to be : big brother. But trying to get a system at least for foreign nationals that will be trackable and workable is the goal. Once they have card, then anytime schools notify INS then we will enter that. If he does not show up, then we will know that. But schools have to notify us! Our system says that he is out of status. If he comes in contact with anyone who can check the status. Departure control is critical. INS is piloting a project on this. All students leaving US would be checked through a point of sale device, then the card would be useful.

LeFleur said there has never been a departure system in US. We have not had that because of the "open policy." This is a weak link in our ability to track students as well as any other group. Paver asked about crossing at Vancouver and how could INS check all those departures. LeFleur would have to be at the gate. This has always been the airlines responsibility. Becraft observed that this is such an open border. How do you get it all? Berez reported that Canadians are not a problem. If you were traveling with someone from France, then you will wait with them. Guerrero asked what happens after they have their card issued? Collins said that through technology we can streamline processes. We are just trying to automate the processes to not only to improve them but to provide better service and too apply the same type of benefits to students. Today we have to assume all students are bad and we want to assume all students are good. Berez said that they are concerned whether they are a full load or not. They want to reduce the work not only in the registrars office and the FSO, but to streamline for students. With student card, students do not have to get a letter from the school to leave. Paperwork will be more in the beginning but after that it is minimal. examples of events which are being considered include (from the Handout):
1 office of personnel services
2 registrar or systems person or systems person
3 how often will we report
4 elements we need to report on
5 privacy concerns

Wermers asked if they have taken this proposal to the NAFSA. Berez answered affirmative and indicated that it is in the handout. A copy of an article for NAFSA will come Out in their journal real soon. Berez said they have gone to great lengths to get NAFSA involved. Wermers asked if there a level of trust. Berez emphasized that the extent of fraud is not the issue; the issue is not that the student is cheating or not. Berez said that since 1989(this was a big goof) they have put on hold which was the giant reports that went out to schools and they were out of date by the time school received this. An amount of $179 million has been given to them to put in this system.

Berez's second point that NAFSA made was that INS will not require that school's tell them their major, etc. only driven by need to know. Key is need to know! The third point was the unannounced audits . On schools, INS would have a statistical sampling of these audits. INS does not do this. Two types of site visits-preset criteria such as schools granting hardship employment to student, or high volume of 1 20's issued but very few students. A major junior college is undergoing an audit because there is extensive fraud at the school INS is the one that grants their entrance; -Berez said that students are entering with 1-20's and not going to school. They are working. - Maybe in the parking lot. INS is not concerned about those schools that are playing by the rules, but those where there are red flags. LaFleur said that INS needs to look at the front end to stop fraud and she is asking schools to do that all in one package. In small schools, provide it for the PC. Berez said it was user friendly and he want to give multiple options. Wermers asked what was NASFA's response to the big brother? Berez said that when they heard that INS was not looking for schools to report criminals, then it was acceptable. Berez said that they do not want to make foreign student officers into KGB agents. He is asking schools to help them with the foreign nationals status. & NASFA was a lot more comfortable with that.

Guerrero asked it pilot programs had been set up? Berez answered not yet, but they are working on it. Wermers assumes that FERPA will not be a problem. What are the data elements? Berez said name, address, etc. are already in. He said that foreign students are not under FERPA. HCFR 214.2 lays out the data. The Buckley amendment deals with US students. Berez said that the student must notify the foreign student office 15 days prior to departure. Berez said that the relationship between the registrar's office and the foreign student office must be very good. The designated school official is the foreign student office person. Wermers asked when is the date of implementation. Berez responded Spring 1997. In Summer they will run the pilot and may carry into the fall. Berez said they will put out some proposed regulations plus some new stuff. The final set of proposed regs would be phased in and the absolute fundamental rule is that there will be no rule before its time. Haid asked about their plans to present at April AACRAO. Berez indicated that he had talked with President Plante about this. Berez said that they would have put out info so would be good time for this. Berez asked about what to do to manage the process at the schools. President Plante suggested the combination of offices. Berez indicated that there will be 10,000 for the pilot test for F, M, J's. They are looking for Level 6 schools. They want to have a full range of pilots. INS would supply fraud deterrent paper to schools with serial numbers. If fraud started to emerge then they might can tell that someone is stealing your paper stock. Berez said they will be proposing mandatory health insurance. Berez indicated that insurance is not required by F and M students; but many schools require it. Becraft asked what other involvement are they looking for in AACRAO. President Plante indicated that Paver is the contact for AACRAO. Paver thanked the INS representatives. President Plante indicated that there needs to be an article in AACRAO publications. Paver said that Becraft is in Washington DC. Berez will contact Swanson and Becraft later.

The BOD had a break 10:20 a.m. and resumed 10:40 a.m.

President Plante indicated that no action is necessary for the INS presentation. President Plante called for other action items.

Motion/Seconded/PASSED Henderson/Fresh 9/0/0 To permit $1000 from Contingency Funds for Joe Sheehan.

President Plante referred to the IAPL proposal for a series of workshops on transforming higher education with Dolence as the lead faculty member and additional people added as needed. This is an IAPL Institute for academic professional leadership. Three possibilities are suggested: I) either statement for coop arrangement in exchange for endorsement, 2) cosponsor, and 3)cosponsor for financial support. None have been discussed and this is a preliminary piece. How does this impact SEM? President Plante sees some overlap. Henderson said they are talking about enrollment management in April. Conflicts with SEM piece that could be conflicting with annual meeting. President Plante said we must not create a conflict for ourselves. Haid expressed concern about the competing nature of this of those we are looking at to bring into AACRAO. Having AACRAO as a part is good. Henderson said this is greater or lesser depending on the kind of arrangement -profit loss sharing; if we just put our name on it then he would have concern. If it is a joint venture, then we share a some opportunity and advantages. Wermers said that it sounds like privatizing some of our activities. Unlike Dolence, Wermers does not get widely enthusiastic at his age, but it does look like an opportunity we should be involved in. Becraft said that they are working on marketing of professional development activities. President Plante observed that only item 3 refers to profit loss. Henderson said that no income or loss for item 1 or 2 was shown. Haid said he does not see these as either or but with increasing levels of development. This could be exclusive but it appears to be cumulative. Haid does not think this will lose money. Becraft said that this would take the pressure off the NO. Henderson said this could lead to significantly more activity with IAPL. Haid observed that there are reasons to share the profits. President Plante said that we would need to sell SEM as being different.

Motion/Seconded/PASSED Haid/Guerrero 8/0/1 To authorize Becraft to enter negotiations with IAPL for the purpose of a partnership agreement that would he beneficial for AACRAO and IAPL.

Agenda Item 16a

16a Becraft shared that Swanson is expanding for implementation for next year; will hold in obeyance until he speaks with IAPL.

16b Becraft reported on the letter to ABC on set up of fraud. No response yet. President Plante has not heard anything either. Georgetown and Washington University in St. Louis have had cases. Bell reported on prime time television contacts with her and other fraud task force members.

16c

Motion/Seconded/PASSED Paver/Wermers 9/0/0 Go with Gillesi request to split it in half and represent the organization to the division.

16d Balazs reported on the sexual harassment Suit in the NO. Response time is July 18. Did get a complaint from the EEOC. Attorney has reported that there may a suit. May be cheaper to settle than to go to court. Individual could ask for money. When the case came in, the NO went step-by-step. Balazs feels that it would not go any further So far no money amount has been mentioned. Both are employed by NO Person is on leave and was paid until he used up all his leave. Becraft reported that this has eaten so must staff time. Haid said that he wanted to suggest that settling is not a desirable option. It encourages more persons to sue. Balazs expressed concern about the financial implications. Fresh asked if this had any relationship to office turnover. Wermers asked about the morale in the office? Balazs reported there is division in the office. Becraft and Balazs could not discussed. People on losing side have left including Jennifer Harrison.

16e Becraft reported four requirements positions must meet to be exempt status in the executive or supervisor or administration levels. Paver said that they began to pay admission counselors overtime for this. Wermers said that this is the second occurrence coming to No looking for help. Becraft contacted the Kentucky regional director.

Henderson suggested that we need an article talking about this. Wermers sees some potential problems with admissions directors without having them respond to it since an article would be so public. Guerrero said at some places recruitment and admissions are separate.

Motion/Seconded/PASSED Henderson/Bell 9/0/0 For AACRAO to notify by private correspondence of this issue

16f Becraft expressed concern that if CHEA comes into being it does not include the national accrediting body. He asked if the BOD had any thoughts about this to let him know.

16g Wermers asked if the US Achievement Academy meets corporate guidelines for membership. Becraft answered affirmative.

Motion/Seconded/Passed Wermers/Bell 8/0/0 To accept the membership application for US Achievement Academy as a corporate member.

Paver had stepped out and was not available for the vote.

16h Becraft needed guidance on who to invite next year to leadership conference. It was suggested to invite state and regional officers to explore what kind of things that they might be willing to partner on. Bell indicated that this had financial implications. Becraft will place on the agenda for a future BOD meeting.

Motion/Seconded/Passed Henderson/Wermers 8/0/0 To support the membership committee proposal with the attendant funding and encourage fringe group participation.

Motion/Seconded/Passed Paver/Henderson 8/0/0 To adjourn the July BOD meeting.

president Plante adjourned at 11:45 a.m.

Cordially Submitted By

Melanie Moore Bell
Secretary-Treasurer